BUSINESS & FINANCE

JOURNAL OF PROPERTY MANAGEMENT

VOLUME XVIII *September* · 1952 NUMBER 1

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Published quarterly by the Institute of Real Estate Management at 22 West Monroe Street, Chicago 3, Illinois.
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Entered as second class matter July 24, 1941, at the post office at Chicago, Illinois, under the act of March 3, 1879.
Subscription rates: $5.00 a year; $1.25 a copy. Remittances may be made by personal checks, drafts, or post office or express money orders payable to The Journal of Property Management, 22 West Monroe Street, Chicago 3, Ill.
Printed in the United States of America.

THE PROFESSIONAL PLEDGE OF THE CERTIFIED PROPERTY MANAGER

I Hereby Pledge Myself to act in strict accordance with the principles, declarations, and regulations of The Institute of Real Estate Management.

I Pledge Myself in particular to place honesty and thorough work above all else in my administration of real property; to advance myself constantly in knowledge and ability through the study of literature on real estate management, the instruction of eminent teachers, the interchange of experiences with fellow Certified Property Managers, and attendance at meetings of the Institute whenever possible; to be faithful to the personal interests of my professional brothers and to seek their counsel when in doubt of my own judgment; to render willing help to my fellow Certified Property Managers; and to give my services freely to the Institute as required or desired.

Moreover, I Pledge Myself to shun unwarranted personal publicity and dishonest money seeking as disgraceful to our profession; to render complete, thorough, and honest service to landlord and tenant alike regardless of monetary consideration; to strive assiduously to build goodwill for the properties under my charge and to use my best talents at all times to preserve and maintain the value of such properties; to secure the greatest possible net return to the owners of properties entrusted to my management; and to give devoted attention to the safety and comfort of tenants of these properties.

Finally, I Pledge Myself to cooperate in advancing and extending, by every lawful means within my power, the influence of The Institute of Real Estate Management.

THE INSTITUTE OF REAL ESTATE MANAGEMENT

OF THE NATIONAL ASSOCIATION OF REAL ESTATE BOARDS

The production of revenue through rental of commercial space, and public services, has become one of the most important aspects of the management of modern bus and air terminals. The Port of New York Authority has had pioneer experience along this line, and here sets down some of the major points.

MAKING TRANSPORTATION TERMINALS PAY

by Robert S. Curtiss

WHEN railroad track was stretched across this great country from ocean to ocean, it opened thousands of acres of land for development. As our population grew and spread to many parts of the country, small towns grew into good-sized cities and frequently the cities developed near the railroad terminals. As the terminals attracted more and more passengers and visitors, conveniences for the travelers were sometimes provided, but there was scarcely a thought given to planning retail shop locations for a suitable variety of services in the appropriate space within the terminals. Newsstands and refreshment stands were located wherever there was room for them and at rental terms usually determined by concessionaires. This situation continues to exist in some terminals.

The development of air terminals was somewhat different. As airlines were certificated by the government for passenger, freight and mail services, many airlines approached highly populated cities and suggested that their services be made available to those municipalities. Land was leveled, runways were constructed and a "station" or "terminal" was erected. Nevertheless, until five or six years ago little thought was given to revenue production in these air terminals; but today there are few air terminals in this country that are not being revised with revenue development in mind. In fact, planning for new terminal buildings is now taking place at many airports. This new activity in real estate management applies as well to modern bus and truck terminals.

As the operator of great land, sea and air terminal and transportation facilities, The Port of New York Authority provides an interesting study in the financing, development, construction and administration of such facilities. Before I explain the particular role the Authority's Department of Real Estate plays in the development of these facilities (which must be self-supporting) I will first explain the organization of the bi-state agency to you.

WHAT IS THE PORT OF NEW YORK AUTHORITY?

The Port of New York Authority is the self-supporting corporate agency of the States of New Jersey and New York. Operating without burden to the taxpayer, it was created in 1921 by treaty between the two States to deal with the planning and development of terminal and transportation facilities, and to improve and protect the commerce of the Port District.

MR. CURTISS *is director of the Department of Real Estate of the Port of New York Authority*

Port Authority commissioners, six from each State, are appointed by the governors of New Jersey and New York. They serve without pay for overlapping terms of six years. A career staff of 3,553 employees, under the supervision of the executive director, Austin J. Tobin, has been assembled to help the Commissioners implement the Port Authority's obligations under the Treaty of 1921 and the Comprehensive Plan, a legislative blueprint for port development adopted by the two States in 1922.

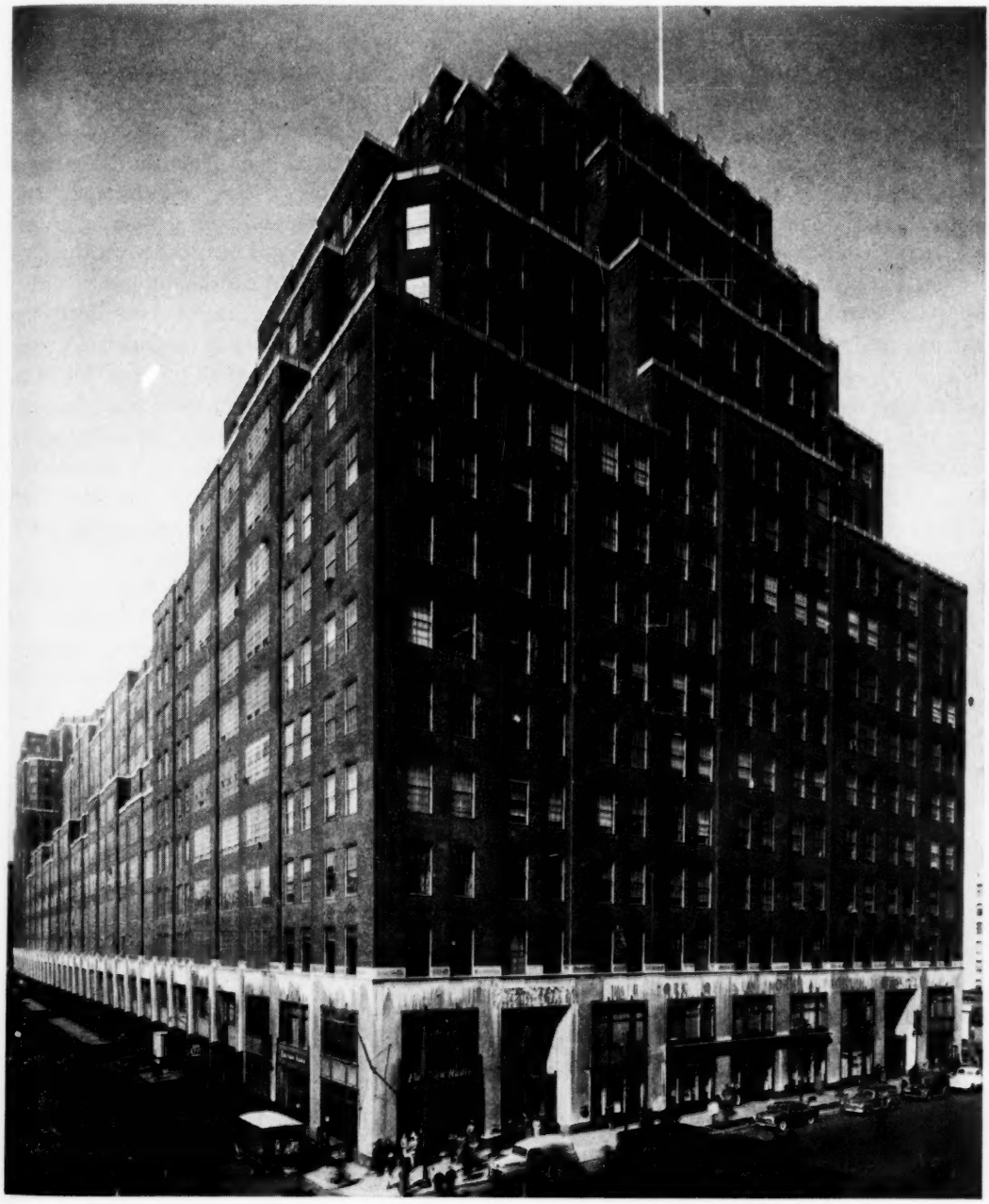
The 1921 Compact, which had the approval of Congress, provides that the bi-state agency "shall constitute a body, both corporate and politic, with full power and authority to purchase, construct, lease and operate any terminal or transportation facilities" within the Port of New York District. In accordance with these powers and under a broad interpretation of the far-seeing provisions of the Comprehensive Plan, the Port Authority has been able to finance and construct for the metropolitan area of Northern New Jersey and New York a great bi-state system of land, sea and air terminals. Despite heavy developmental costs, the pooled resources of these properties will ultimately make them self-supporting.

On its own credit—without tax support, and without pledging the credit of the two States—the Port Authority has financed public works representing a capital investment to date of about $400,000,000. Private investors have expressed their confidence in the Authority to the extent that over the past two decades they have furnished it with some $729,000,000 in capital funds and refunding issues. Though it was created as a political subdivision of the States of New Jersey and New York, its form is closer to that of a private corporation, making it possible to apply the methods and efficiency of good business management to the development, financing and administration of large public enterprises.

The Authority's development of terminal and transportation facilities in the Port District dates from 1928 when the Goethals Bridge and Outerbridge Crossing became the first two in a trio of vehicular crossings joining Staten Island and New Jersey. The Bayonne Bridge, in 1931, was the third and most spectacular New Jersey-Staten Island connection; and in the meantime, the bi-state agency's conquest of the Hudson had begun with the acquisition of the Holland Tunnel in 1930 and the opening of the beautiful George Washington Bridge in 1931 just one month before the completion of the Bayonne Bridge. The first (south) tube of the Lincoln Tunnel was completed in 1937, and the second (north) tube in 1945. Thus, the Port Authority's bridges and tunnels join the great States of New Jersey and New York into one vast industrial, residential and recreational area.

PIONEERING IN MODERN TERMINAL FACILITIES

As early as 1932, the Port Authority had begun its program of terminal development under the mandate of the Port Compact and the Comprehensive Plan, with the opening of a Union Railroad Freight Terminal in Manhattan (for less-than-carload freight). The dedication of the Port Authority Building came the following year. This building occupies an entire city block at 15th to 16th Streets, 8th to 9th Avenues. It is a sixteen-story structure that contains 38,000,000 cubic feet. Only the Pentagon in Washington, D. C. and the Chicago Merchandise Mart surpass it in cubic content. An operating staff of 176 men and women, including 28 mechanical maintenance men, is necessary to maintain this huge structure. Its



The Port Authority Building in New York City is the nation's third largest building in cubical content, containing 38 million cubic feet. It is equipped with elevators capable of carrying 20-ton trucks up to loading docks on tenant floors. This off-street terminal operation saves time and money in the traffic-ridden metropolis.

2,000,000 rentable square feet are fully occupied. The commercial tenants enjoy a great time and labor saving convenience from truck elevators that carry as many as 500 trucks a day, some of 20 ton capacity, directly to loading docks on the tenant's floor. In addition to the Port Authority's general offices, this building houses the executive offices of some seventy tenants. The Inland Freight Terminal, jointly operated by eight trunk line railroads, offers these tenants and shippers of less-than-carload freight an opportunity to make deliveries for one or more of the eight railroads at a single platform, the purpose for which the building was constructed. This off-street terminal operation affords substantial savings in time and money to shippers as well as being a welcome relief from street traffic congestion.

In 1944, the bi-state agency acquired the Port Authority Grain Terminal and its adjacent Columbia Street Pier in the Gowanus Bay section of Brooklyn from the State of New York, which had built the terminal as a part of the New York State Barge Canal System. Later the Authority constructed a new grain pier and shipping gallery, permitting grain to be moved from the elevator via a conveyor belt direct to ship's hold. The Port Authority has also completely rehabilitated the elevator, upland area and adjoining general cargo Columbia Street Pier.

THE GREAT AIRPORTS ARE DEVELOPED

It was in the busy years following World War II that the Port Authority's program for land, sea and air terminals in the Port District made its greatest strides. When the period of rapid expansion came to a close at the end of 1950, the Port Authority had given the Northern New Jersey-New York metropolitan area a regional system of four major airports, a seaport, two Union Motor Truck Terminals and the world's largest bus terminal, the Port Authority Bus Terminal in mid-Manhattan.

It leased La Guardia and New York International Airports from New York City for a fifty-year period starting in June 1947, and in March of the following year acquired Newark Airport and Seaport from the City of Newark under a similar long-term leasehold. With the purchase of Teterboro Airport in Bergen County, New Jersey, in 1949, the Authority's regional pattern for integrated airport development in the Northern New Jersey-New York area was completed. Construction of the two Union Motor Truck Terminals, the first completed in lower Manhattan in 1949 and the second in Newark during 1950, and the opening in December 1950 of the Port Authority Bus Terminal— — a new marvel in modern bus transportation serving 125,000 passengers daily— — brought the number of the Authority's transportation and terminal facilities in the Port District to sixteen.

THE IMPORTANCE OF THE PORT OF NEW YORK

The economic base of the bi-state agency's great development program for the New Jersey-New York Port District remains in 1952, as it was in 1921 when the Port Treaty was ratified, the commerce generated by the magnificent natural harbor of the Port of New York. Because of this fundamental fact and in furtherance of the objectives of the Compact and the Comprehensive Plan, the Authority has long held port promotion and port protection to be among its primary functions.

Charged by statute with the protection of port commerce, the Port Authority appears before such regulatory bodies as the Interstate Commerce Commission, the Civil

Aeronautics Board and the Federal Maritime Board in the interest of the welfare of the unified port area. It maintains trade promotion offices in Washington, Chicago, Cleveland and Rio de Janeiro, Brazil, in the interest of promoting the movement of commerce through the Port of New York. These activities and countless services to shippers, exporters and importers in the handling of traffic via New York Harbor help the New Jersey-New York Port maintain its position as the nation's number one seaport.

Management Background for a Bus Terminal

THE Port Authority Bus Terminal, our newest facility, was opened on December 15, 1950. It occupies an entire city block, between 40th and 41st Streets and 8th and 9th Avenues. It is four stories high with a three-acre vehicular roof parking operation and radiant heated elevated ramps directly connected with the Lincoln Tunnel three blocks away. This $24,000,000 terminal is literally a suburban shopping center in the heart of New York. It contains 11,376,000 cubic feet, has a gross floor area of 614,437 feet and includes 65 retail stores, shops and services, the operators of which are paying rentals totaling in excess of $1,000,000 a year. On an average week-day more than 5,000 buses with more than 130,000 passengers enter and leave the terminal on the elevated ramps, avoiding the congested mid-town streets.

When the site for the Bus Terminal and approach ramps to the Lincoln Tunnel had been decided upon, the Port of New York Authority was immediately faced with the problem of acquiring the property as quickly and economically as possible. After acquisition, the complex problem of vacating 763 commercial and residential tenants in this area was tackled. The residential tenant relocation project had to be accomplished at a time when a critical and almost hopeless housing shortage prevailed throughout the New York area. The tenement houses bought by the Port Authority had to be vacated and demolished in order that the property would be available for excavation and construction as the engineering department's schedule required. This systematic vacating and demolition had to be performed so that it would, with perfect timing, conform to the schedules of the contractor and engineering department.

The structures in the area that had to be vacated and demolished were primarily four-, five- and six-story tenement houses, but included several loft buildings, garages, a movie theater and a steel reinforced concrete sub-station which had belonged to the Consolidated Edison Company. It is interesting to note that out of a total of 95 lots, title to 79 per cent was vested in the Port Authority through adjusted awards in condemnation proceedings, while only 16 per cent went into actual litigation.

The 164 commercial tenants in the area posed no tenant relocation problem for the Port Authority. Commercial tenants occupying street level premises of residential buildings were allowed to remain in possession of the premises until the last residential tenant in their respective buildings had been vacated. The majority of the commercial tenants instituted fixture claims against the Port Authority and awards were made in cases where a valid claim existed. However, in accordance with Port Authority pol-

The Port Authority's gigantic Bus Terminal has a 3-acre parking lot on its roof. A series of radiant-heated connecting ramps lead to the Lincoln Tunnel, three blocks away. This $24-million terminal is literally a suburban shopping center in the heart of Manhattan, and houses 65 retail shops and services.

icy, it was the responsibility of each of the commercial tenants to find new locations. The Port Authority undertook the relocation of residential tenants only.

Only one-third of the tenement houses in this area were steam heated, and more than 30 per cent of the houses had no private toilet facilities within the apartments. Here, in the heart of the Times Square District, were located some of the poorest housing accommodations in the city; but due to the fact that a great many of the tenants worked in the immediate neighborhood, relocation became a real problem.

Of major importance in the financing and design of this great new terminal was the consideration of revenues from retail stores and services. These businesses are not only a convenience to bus travelers but the rental income to be derived from the merchants was expected to carry more than 50 per cent of the terminal's annual fixed operating costs. That this plan is being realized is evidenced by the fact that even with many of the stores opening during 1951, some as late as August, the total store rentals at the Bus Terminal came to 55 per cent of the gross income from all sources for the year 1951.

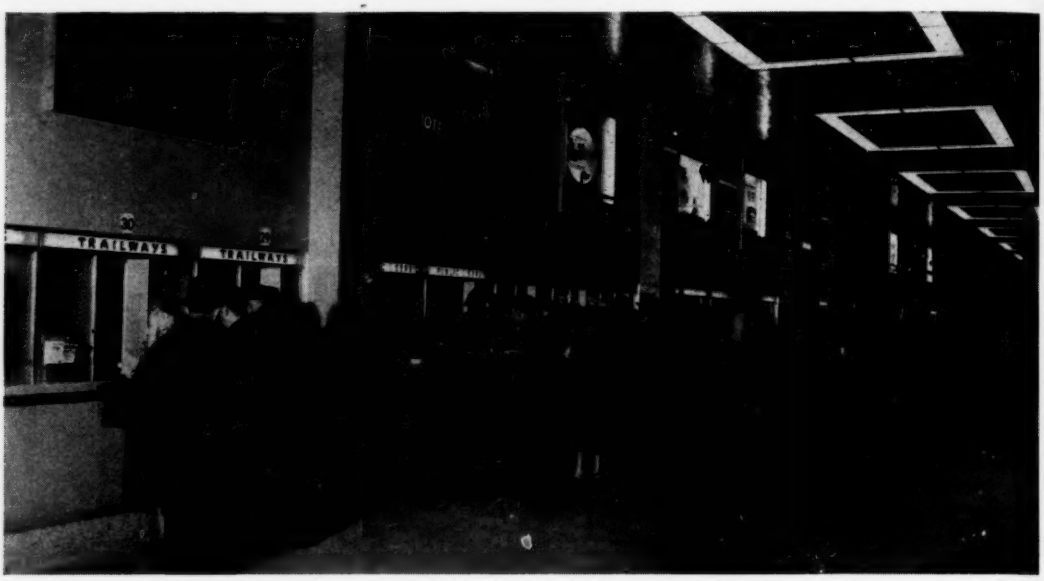
RENTING COMMERCIAL SPACE

Those of you who are responsible for the management of property can appreciate the privilege of being able to sit down with architects and offer your suggestions from a practical management and rental point of view in the planning of a great terminal. As far back as 1948, we had achieved close coordination with the designers and engineers in order to plan stores with proper frontages and depths in a traffic flow suitable to each of the various businesses. Little wonder then that before the Terminal was erected some 2,200 prospective tenants had read our promotional brochure and were eager to lease from plans. The Post and Coach Inn restaurant operator leased the 5,000 square foot corner store that was suitable for a restaurant and produced a $760,000 volume its first year; a Walgreen's drug store was located according to careful planning and produced a $1,000,000 volume the first year. Of the 65 retail tenants in the terminal all but a very few have broken local and some even national sales volume records. All leases provide for a suitable annual guaranteed rental against a percentage of the tenant's gross sales. Such an arrangement is a basic essential in a terminal operation.

In the main concourse of the terminal are 32 attractive wall-recessed advertising display frames which provide a prime medium for both national and local product advertising. The advertising gross revenues from these spaces will be close to $100,000 a year. Research and experience determined the size of frames that permit frequent and easy change of displays at a modest cost.

The Mid-City Enterprises bowling alley operation is one of the finest in the country, with thirty in-line alleys and a beautifully decorated cocktail lounge and snack bar. It is completely air conditioned, as are all the retail stores in the terminal. Mid-City involves a structural and equipment expenditure of about $700,000, but the first year's gross sales were $560,000 and the alleys are sold out for afternoons and evenings for the 1952-1953 season.

There are five Garfield News Co. newsstands, one of them believed to hold the all-time record for newspapers sold—14,000 in two hours. One of the two Cushman's Bake Shops produced $14,000 in sales in one week. There is a 5,000 square foot ladies' wear store called Rose Fashions (Sears, Roebuck merchandise), two Fanny Farmer's candy stores, a Hoffritz cutlery store, a haberdashery, stationery store, florists, jewelers,



Every day 130,000 passengers pass by one or more of these attractive advertising display frames. Rental of these spaces brings in almost $100,000 a year.

INSIDE THE BUS TERMINAL

These shops are located on the main concourse of the Bus Terminal. The Port Authority controls tenant signs. Every store has over its display window the standard stainless steel block lettering required by the Authority, at a cost to the tenant of about $30 a letter.

music store, delicacy store, health foods, linens and children's wear, optometrist, chiropodist, a dentist, an Oriental gift shop, a photographic store, a floor covering and wall paper store, and others.

MANAGEMENT GOALS AND TECHNIQUE

The goals we set were to serve the traveler well, in the manner in which he enjoys being served, with the class of merchandise he wants, at prices he is willing to pay. Stores are open for business during the hours we approve, and all sales people must be accommodating and pleasant. Every lease contains operational controls by the Port Authority, with a lease cancellation provision and a tenant investment reimbursement for failure to comply with lease requirements. Our prime objective is that the public be well served and secondly, business volume for sufficient tenant profit and rental payments. Supervision and close cooperation are essential in our program. Our terminals renting agent provides a liaison between each store manager and the terminal manager, who is responsible for proper maintenance, and the Authority's Department of Real Estate.

We have undertaken what may be a unique approach in assisting tenant sales promotion. We have constructed, in addition to the usual wall directories, a large illuminated push-button Directory Board which attractively lists all tenants in the Terminal shopping center by the type of services they render. This selector Directory also exhibits floor plans. The location of a service is illuminated when the button representing the desired service is pressed. Inserted around the frame of the directory panel are photographic transparencies of various stores, which further stimulate interest in shopping. There also have been erected at strategic locations throughout the terminal, illuminated transparency boards which exhibit photographs of the various stores. These indirect methods of promotion are aimed at increasing tenant gross incomes, particularly the volume in stores not in perfect locations, since even in the best-planned terminals some locations are more desirable than others.

The media of television and radio have not been overlooked. The Mid-City Enterprises bowling alley has provided the scene of a televised inter-city bowling match between bowlers in Chicago and bowlers in New York. Also, a regular radio interviewing program is presented from the dining room of the Post and Coach Inn restaurant.

A restriction that is of interest to every building manager is the control of tenant signs. Every Port Authority Bus Terminal store has over its show window the standard stainless steel block lettering, at a cost to the tenant of about $30 a letter. Neon and electric signs are prohibited except over stores on the streets and avenues, where the same stainless steel block letter has a plastic face for illumination. Consequently, one of the first impressions gained upon entering the terminal is of its clean and neat appearance. Individual store displays prevent any semblance of monotony. There are 929 recessed baggage checking lockers and 177 recessed ventilated public telephone booths carefully located throughout the terminal.

Rental of Commercial Space Is Important to the Modern Air Terminal

REVENUE development is also an important program at La Guardia, New York International, Newark and Teterboro Airports, which form the nation's most extensive air transport center. These airports handle a fourth of the national domestic air passenger traffic and about one-half of the country's international overseas air passengers. Necessarily large capital expenditures must be made in order that we may adequately handle the present air traffic as well as the expected increase in the future air traffic in the New York-New Jersey metropolitan area.

Planning similar to that for the Bus Terminal has been proceeding for several years for our permanent major air terminal buildings. In 1951 there were 6,438,627 passengers who embarked and debarked on airplanes at La Guardia, New York International and Newark Airports. In addition 1,746,652 persons paid a 10-cent fee to enter the observation decks at those airports, to experience the thrill of "watching the planes go by."

As an educational feature, thousands of children under twelve years of age are admitted free. Organized school classes with their teachers, some from States as far away as Pennsylvania, Connecticut and Delaware, take advantage of this opportunity. On Saturday, Sunday and holiday afternoons from May to October, there is provided a well informed public announcer who carries on a commentary over amplifiers. The visitors thus have the opportunity of becoming familiar with the various types and manufacturers of airplanes, the routes followed by airlines, how much gasoline is consumed on a flight and other interesting information. This public service has merit in many ways; more visitors come to the airport, and those who drive their own automobiles park at a fee of 25 cents for six hours in the four airport parking lots, which can accommodate 4,424 vehicles. Visitors as well as travelers also patronize restaurants, snack bars, newsstands, retail shops and vending machines. Thus the visitors and passengers have their wishes satisfied and at the same time contribute toward the heavy expenses of operating a modern air terminal.

PROMOTIONAL ACTIVITIES

Promotion assumes considerable importance in behalf of airport consumer services, particularly when rental arrangements provide for payment of a percentage of gross sales. In spite of the usual lease provision —that by virtue of having a share in sales, no partnership exists—there must still be a cooperative understanding between the Port Authority and its tenants; and there is. The tenants and the Port Authority realize their mutual responsibility to each other, first in serving the public and secondly in producing maximum sales. No reasonable effort is spared in our fulfilling that obligation.

We plan a systematic inspection of every retail store and service, and discuss problems with each proprietor or local manager. Suggestions may be made for improving merchandise display, for a possible change in prices as a result of our comparison shopping, for the need of change in sales person-

nel; or it may be a pat on the back, better lighting in the sales area or show-windows, or perhaps a change in store hours to conform to a traffic change. In any of our thirty-five eating places we might recommend a menu or service change. This suggestion method encourages a loyalty and cooperation that must necessarily meet public need and thus build sales. All this is made very clear to a prospective tenant before an agreement is signed; and the approach has been well received.

Long range promotion is advanced by us through several means. Two fifteen-minute programs each week are sponsored by the Port Authority, although the time is donated by WOR as a public service. On these programs the commentators describe important attractions in the New Jersey-New York metropolitan area, especially the airports, parks, playgrounds, historical homesteads open to the public, and interesting personalities. Information is also offered about the best automobile routes and the various Port Authority facilities.

We also have a rather active Speaker's Bureau composed mostly of our young staff men who go out to speak at service organization meetings, men's clubs, and professional and church groups. They tell the Port Authority story, much as I am telling it here, emphasizing several of our many activities that would be appropriate to a particular audience. Yes, promotion is an important factor in our program, and our department of public relations closely integrates these activities as well as directly handling all press contacts and releases.

HOW TO PLAN AN AIR TERMINAL

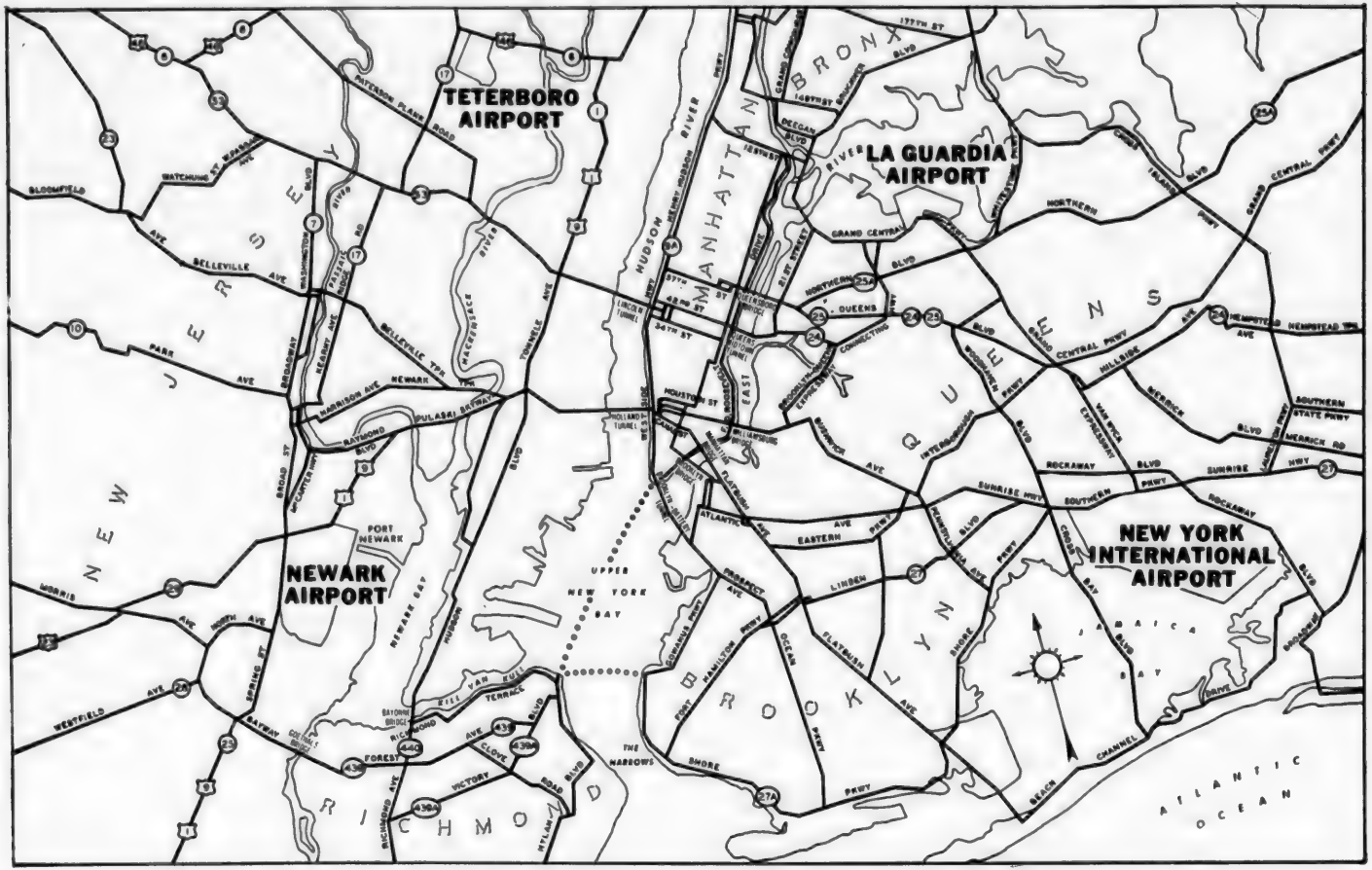
The long and arduous task of planning and designing modern permanent air terminals is complicated by the rapid growth in airplane travel. In 1930 domestic air travel accounted for only 0.2 per cent (less than a half of one per cent) of air and rail passenger miles. In 1951 this percentage had grown to 26.1 per cent—about fifty times as much. Another startling comparison is the increase in overseas air travel. Presently about 45 per cent of all overseas passengers from the New York-New Jersey Port District travel by air. The great liners, the "United States," the "Queens" and other luxurious floating palaces, carry 55 per cent of passengers who go overseas from this Port.

Terminals must of necessity provide for expansion of facilities in 15 or 20 years from now, yet not destroy the traffic flow, baggage and merchandise handling techniques so important in making the terminal self-supporting. We have said that we expect non-aviation revenues to produce 60-70 per cent of total airport income.

At this time a new terminal is under construction at Newark Airport, and it too is designed to be self-supporting. All passengers, visitors and spectators enter through imposing main doorways. In their progress to airline ticket counters, loading gates, baggage claim area or the observation deck, they pass by retail shops and services. A large Coffee House is prominently located. There will be included a florist shop, a ladies' and men's shop, a gift shop, a drug store, barber shop, an attractive air-conditioned restaurant overlooking the field, a bar and cocktail lounge, and both an enclosed and open observation deck to accomodate spectators. The day has passed when a terminal can be built that does not cater to and take advantage of the concentration of human traffic. There is a demand for comfort, convenience and beauty. We aim to meet that demand as completely as we know how.

At the 4900-acre New York International Airport, the new terminal is expected to be completed within five years. Traffic growth

LOCATION OF PORT AUTHORITY AIRPORTS



Four airports are operated by the Port Authority, within an hour's traveling time from the heart of the city. They form the nation's most extensive air transportation center. The Authority expects non-aviation revenues from these properties to produce 60-70 per cent of total airport income.

is stretching to the seams the temporary terminal and other structures through which 3,221,000 passengers and spectators are expected to pass in 1952. The new Terminal Building is being designed around consumer retail service facilities, while it will properly provide all airline services as well. Again traffic flows, buying habits, types of stores, price of merchandise, and hours of doing business become basic factors in the layout and architectural treatment of the terminal. Revenues from these services, projected over the next fifteen years must by economic analysis justify our proceeding with construction. We approach the airport expansion program with great faith. The fact that in 1951 the number of revenue passengers nationally increased 29.5 per cent is some indication of how practical we must be in our design planning. Our total airport investment is expected to reach $160,000,000 in addition to $140,000,000 which has been invested in land and construction by the City of New York prior to 1947, when the Port Authority assumed responsibility for operating New York City's airports.

Many airport acres are not occupied by hangars, runways, taxiways or operating bases. Land must be held for future aviation development and the protection of glide paths. However, we are proceeding with studies toward economically sound land uses, such as one-story commercial buildings for aircraft parts assembly, storage, warehousing, also for recreational and entertainment purposes. Even now at Newark Airport there are 22 acres on which there is a modern streamlined nine-hole golf course, a 55-tee driving range and miniature golf course. Many of the airports throughout the country use such land for farming, or as a location for light manufacturing buildings and for various other revenue producing activities. Maintenance, operating and fixed costs too soon consume airport revenues if airport land lies fallow.

A NEW TUNNEL PROJECT

There is another big project on the immediate horizon, the construction of a third tube to the Lincoln Tunnel. In this tunnel expansion area, on the New York side of the famous Hudson River crossing, live almost 900 families who must be relocated. The Lincoln Tunnel is operating to capacity during peak hours and the only solution to relieve the congestion is to construct a third tube which will provide two-tube traffic in one direction in which traffic is heaviest. A series of new access streets require the purchase of some 57 apartment buildings from which these 900 families must be moved. The shortage of suitable residential accommodations in this city makes the task none the easier. During the two or three years required for acquisition of the properties there is a management job to perform. Tenant relocation must be closely scheduled to permit demolition to keep abreast of construction schedule. Coordination is the key word.

The opportunity for sound planning and determination of policy, the selection, negotiation and management of tenants, the appraising, acquisition and sale of properties challenge the real estate staff of the Port Authority to meet the high standards established by our commissioners. We endeavor to apply sound business principles and judgment and to come out even.

Hedrich-Blessing

The site is a spectacular one—overlooking Lake Michigan from Lake Shore Drive where it edges the water. This is a beach view of the buildings.

860 Lake Shore Drive, Chicago's "glass house," has become famous as a landmark in apartment house design for the future. Developed as a cooperative building using the trust form of ownership, this unique twin-tower project is now nearing completion. Nearly all its units have been sold. This story of how the property was developed is third in the JOURNAL'S *series of articles on the new types of residential income properties.*

GLASS TOWERS FOR CO-OPS

by Robert H. McCormick, Jr.

IN ANY task undertaken by man there is a story. The magnitude of the undertaking is often sumarized by the use of numbers and dollar signs. These figures do not, however, tell the tale. The true story is always measured in terms of human beings. Success or failure of an enterprise is a measurement of the faith, confidence, strength, creativeness ard toil which goes into it.

The construction of a building, large or small, is perhaps one of the best examples of this human aspect of an enterprise. It requires first of all the faith and confidence of the landowner, the initiating energy and drive of a developer, the esthetic sense and technical skill of architects. It requires lawyers, bankers, mortgage bankers, insurance underwriters, salesmen, advertising men, newspaper reporters, engineers, accountants, market analysts, real estate experts, tax experts, and city, State and county officials. All these must be convinced of the validity of the project before they can develop the enthusiasm and dedication to put it over.

MR. MCCORMICK *has been closely associated with the "860" project from the first, is now its managing agent.*

A co-operative apartment building, in addition to these skilled specialists, requires the foresight and enterprise of cooperative owners who must invest their money with little or no profit for a period of approximately two years. It is this latter group which eventually pays the bill.

860 Lake Shore Drive, Chicago, has been widely photographed, discussed and written about. There will be, and have been, technical articles devoted to this building. It is not our purpose to give the reader such technical information, but rather to tell the story of an enterprise.

BACKGROUND AND PLANNING

Chicago's near-north side, with its proximity to Lake Michigan and its easy access to park systems, express highways, the Loop and the shopping district along Michigan Avenue, is without question one of the finest urban residential areas in the country. It is in this area, separated from the lake by only the width of one of the express highways, that Robert H. McCormick in 1924 bought a large piece of property. The area, at that time, was just beginning to develop from the original swamp into what it is

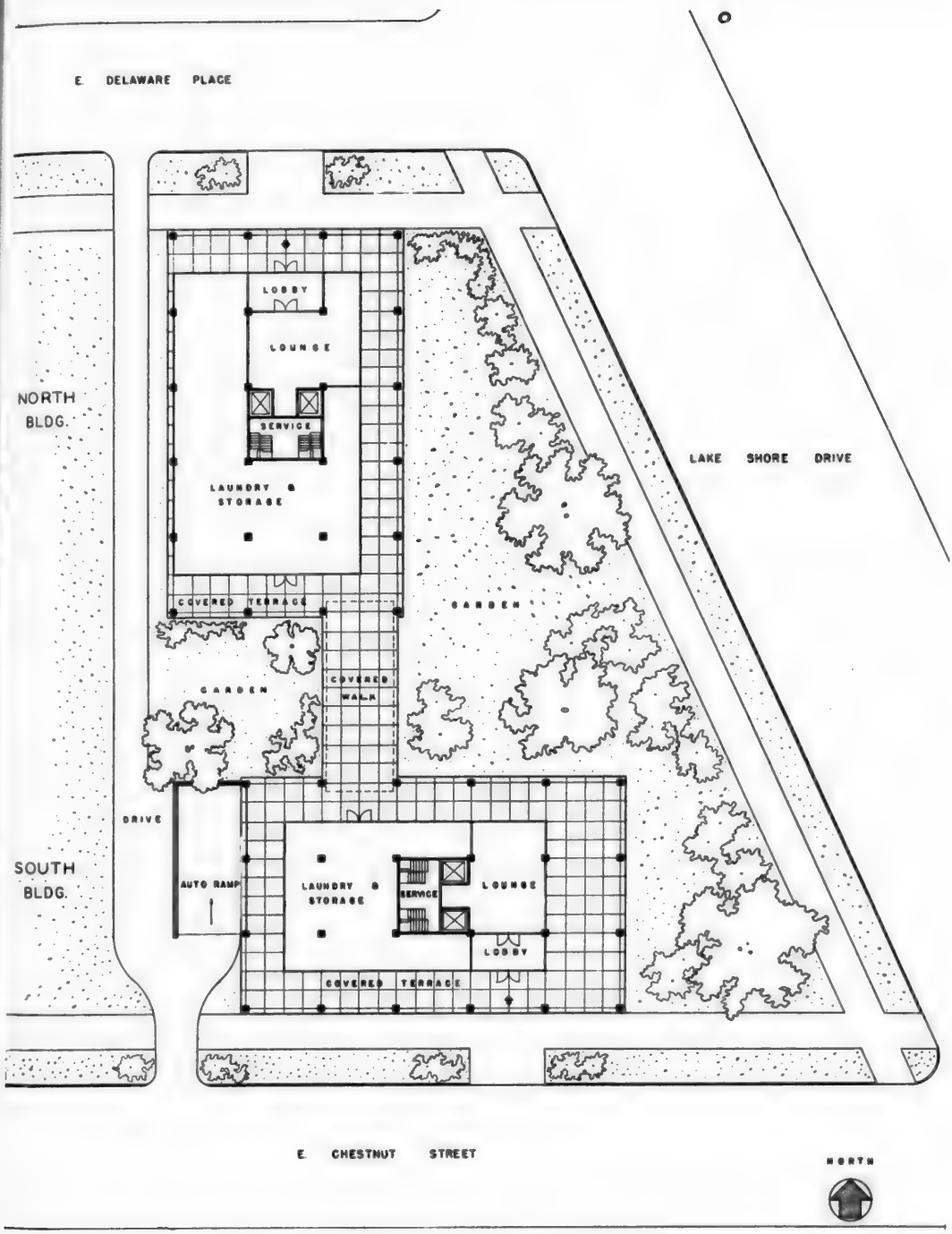
today. The property was high priced, but 1924 was a boom year. It was Mr. McCormick's intention, at the time he bought the property, to develop it promptly. Plans were drawn up for a great tower apartment building, but before these plans could be executed the depression had closed in. Again in 1939 the plans were under way for a large development, this time to be financed by RFC, but economic conditions and the war interfered. A year or so after the war, Mr. McCormick's dream, at long last, after years of taxes and expense, came to fruition. Mr. McCormick, together with the writer, contacted an able young developer, Herbert S. Greenwald, to help in implementing the project.

During the early stages of the development of such a project, many months are inevitably consumed by planning conferences. It appears during this stage that little or no progress is being made. Experts to whom the project has not as yet achieved the shape of reality must be assembled and consulted. These are busy men concerned more with the actualities than with dreams. However, the period must be endured in spite of the apparent lack of headway. In the 860 development, the planning began with the two McCormicks and Mr. Greenwald. A number of basic decisions had to be reached. Questions had to be answered as to what sort of building, how big, how could it be financed, who would be the architect, what would be the type of apartment units, and, of course, the all-important question—was there a genuine need?

The first consideration—financing—presented the greatest problem. There would be a first mortgage. Would it be conventional or FHA? Because of the limitations of FHA specifications it appeared that the conventional loan would be better suited to the location. As for the equity money (at least 40% of the cost of the project), how would it be raised? At this point, the possibility of a co-operative plan with the sale of equities was decided.

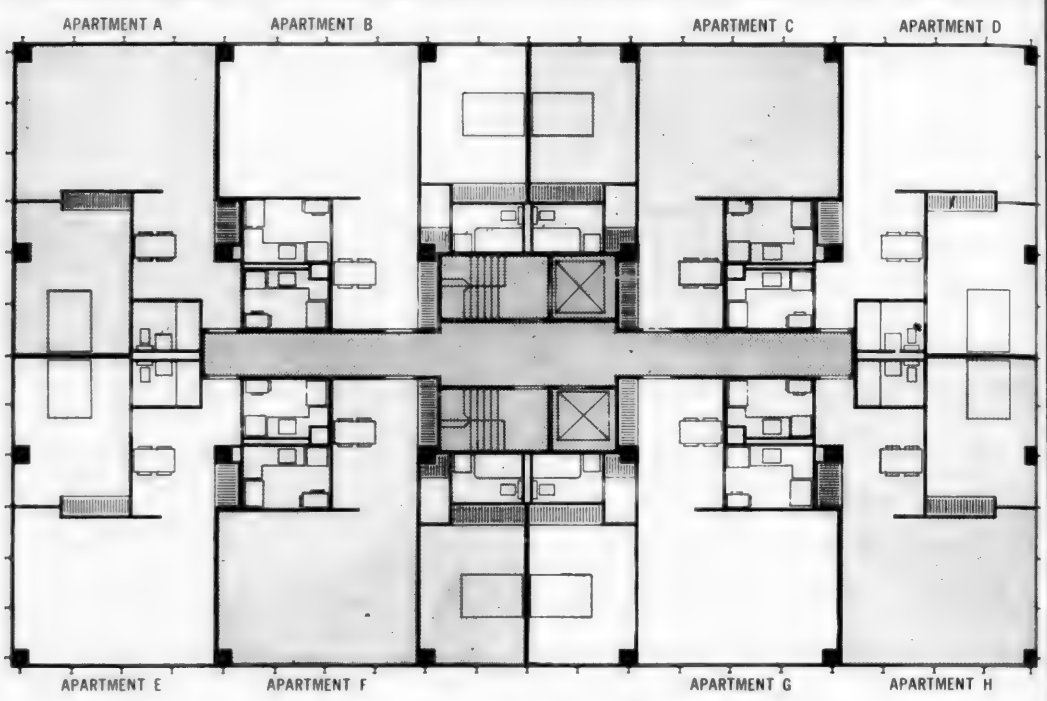
As for architecture, the site was a spectacular one, with space, light and with a magnificent view. It seemed logical to select the best available contemporary architect who would be free from the limitations of the past and eager to attack the problem with today and tomorrow in mind. This was the Chicago tradition of Louis Sullivan, John Root and Frank Lloyd Wright. Mies Van der Rohe, the great European architect who heads the architectural department of the Illinois Institute of Technology, was chosen for the work.

To answer the technical questions as to public acceptancy, it was logical to call in a firm of market analysts who could supply these answers in a scientific, statistical manner. These decisions once made, the project settled down to the tedium of planning conferences. These fell roughly into two categories, financial and architectural, which naturally overlapped at many points. At the outset, it was recognized that the sale of apartments would have to begin on a somewhat conditional basis prior to ground breaking, that the cost of promotional activity would have to be borne by the developers until enough buyers had been assembled to assure completion of the project. An arrangement was made with Mr. Greenwald and his associates to carry the early developing expense and further to underwrite or guarantee the sale of a certain number of apartments if necessary to complete the project. The landowner, in turn, did not insist on cash for his land until the project was completed. To protect the early buyers, an escrow arrangement was drawn up whereby their money would remain intact until sufficient funds from



GROUND FLOOR PLAN

GROUND FLOOR PLAN, showing location of buildings on the site. The north building is given over to 3½-room suites, the south building to 6-room units. However, it has been possible, when sales demand dictated, to combine 3½-room units into 6-room units, without major changes.



TYPICAL FLOOR PLAN, *north building*

the Greenwald associates' guarantee or actual sales would assure finished apartments; until a first mortgage commitment of sufficient amount had been obtained; until bona fide bids for more than 80 per cent of the work had been received; and until title of the land had been guaranteed and a number of other less important conditions met.

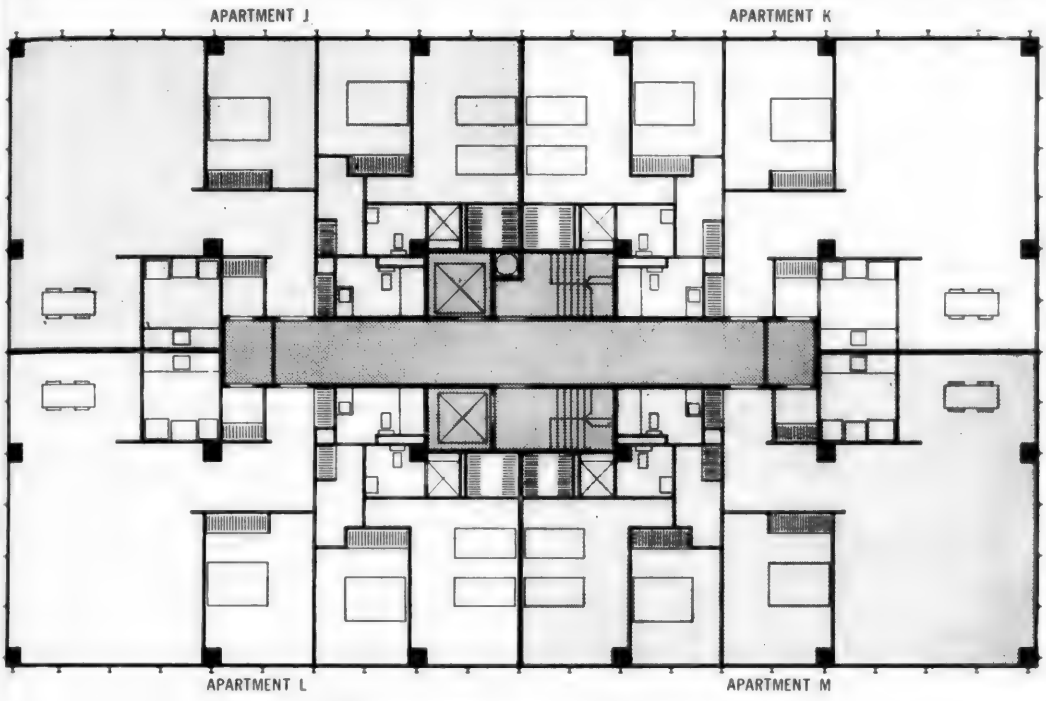
It was also recognized at this time that it would be necessary to qualify the sale of apartments under the Illinois Securities Act. It was felt, however, that this problem should not be faced until construction was ready to proceed.

WHAT KIND OF A CO-OPERATIVE?

A great deal of consideration was given to the various methods of setting up a co-operative project. An analysis was made of foreclosures on such projects during the Thirties and an attempt was made for as fool-proof a document as possible, eliminating to the greatest extent objectionable features such as individual liability. The plan eventually arrived at was very similar to the one which had been successfully used in Chicago for many years, using a trust form of ownership rather than the more customary corporate form. It was felt that in a project of the size contemplated, stockholders' meetings would in themselves be detrimental rather than advantageous, and that control by three managing trustees would contribute objectivity and continuity.

WHAT KIND OF APARTMENTS?

Simultaneously with the discussions of the economic and legal aspects, conferences had taken place on the technical level with architects, engineers and the market survey



TYPICAL FLOOR PLAN, *south building*

analysts. From their findings the character of probable tenancy was determined, the age group to which the building would appeal, the size of apartments, and the ratio of these sizes to each other. Findings indicated that the shortage of apartments was in one- and three-bedroom units, that these sizes on Chicago's lake front were continually in demand regardless of economic conditions. Analysis showed that the ratio should be two one-bedroom units to one three-bedroom unit. With this information the architectural group consisting of Van der Rohe, Pace Associates (who had been employed to carry out the Van der Rohe design, let the contracts and supervise construction) and Holsman, Holsman, Klekamp and Taylor (who were to do the mechanical detail) settled down to actual designing.

They proposed that in order to use the site to its fullest, a building be built with an exposed steel frame and floor to ceiling windows. It was during one of these early planning discussions at about 4:00 A.M. that the plans were completely changed and it was decided to use two buildings rather than one, as originally contemplated. Further study of the site in relation to the location of two buildings indicated that the project would gain immeasurably if the entire lake frontage on the block could be obtained. Negotiations were immediately entered into with Northwestern University, the owners of the balance of this frontage, and as a result of these negotiations, a strip on Delaware Place, together with some cash, were exchanged for the Lake Shore Drive piece. At the same time a fifteen-foot building line was established along the west side of the property. Northwestern also agreed that in the future they would keep fifteen

feet back from the dividing line. The University insisted that they retain an unobstructed view of the lake between the two proposed buildings. This exchange was one of the most important facts of the entire transaction, though destined to cause considerable difficulty. It appeared that before the Chicago fire, a water tunnel eight feet in diameter, constructed of brick, had been built 90 feet under the present grade extending out into the lake and crossing diagonally under the Northwestern property from northeast to southwest. Records as to the exact location of the tunnel had been destroyed in the fire of 1871, and it was impossible to locate the tunnel accurately except through soundings. In order to avoid driving piles through the tunnel, the foundations were spread and bridged over with huge steel girders.

THE PRELIMINARY ANSWER

The architectural meetings continued with investigations of various types of materials and methods of construction. The preliminary plans, finally completed, called for two buildings of 26 stories each. The north building would contain 192 3½-room apartments, the south building, 96 six-room apartments. Aluminum windows stretching from floor to ceiling were designed for the project. The windows are divided horizontally so that the lower section, 30 inches in height and pivoting at the bottom, open inward, providing ventilation. The large, upper section pivots at the top, also opening in, to permit washing from the interior.

A heating system was designed to compensate for the additional heat lost through the glass. This system consists of radiant tubes in the floor and ceiling and convector coils at the base of the windows. The buildings, although individual towers from the ground up, are connected through the basement and sub-basement which serve as garage space for 116 cars. There is a single heating plant. In order to convey to proposed mortgage companies the exterior appearance of the building, a 6-foot high model of one of the buildings was constructed and photographed in two positions so as to give the over-all appearance of the finished building. Apartments themselves were originally designed with a open plan, allowing maximum circulation and a feeling of spaciousness and of flexibility. The original over-all cost was estimated at $5,600,000. It was hoped that a mortgage could be obtained between $3,000,000 and $3,500,000, the balance to be raised on the sale of trust certificates.

GETTING THE MORTGAGE COMMITMENT

The next important step in the program was to find a mortgage house willing to make a large commitment on a glass and steel building. The project was submitted to several firms. The first one said in effect, "Your plans are fine, your economics good. Just add brick and stone to the exterior and we will take it." Others declined for less specific reasons. Finally the Mutual Benefit Life Insurance Company of Newark, which had been one of the first to consider the project, decided to issue a commitment. They did, however, insist on a rearrangement of the apartments themselves into a more conventional layout. The commitment was for a total of $3,100,000, which meant that 3½-room apartments had to be sold for $6,500 and six-room apartments for $12,000, and the garage stalls for $1,500. It also meant that the operating budget including mortgage payments would have to average $100 per month for 3½-room apartments and $200 for six-room apartments. This preliminary work leading up to the

issuance of the mortgage commitment had taken a total of 14 months, and there now remained the question of selling sufficient apartments to justify construction.

SELLING THE APARTMENTS

The difficulty of selling from a blueprint was recognized at the outset. It was realized that a tremendous number of prospects would have to be developed and that a very small percentage of these would actually be willing to buy during the early stages, but that their interest, even though they were reluctant to come in early, must be nourished with the hope that eventual sale would result. A sales campaign was planned beginning with an announcement to the press in the spring of 1949. The project received excellent coverage because of the spectacular nature of the building itself and the size of the undertaking.

As a result of the original press announcement over 200 contacts were made and 13 apartments were sold the first two weeks. A complete and rather elaborate sales room was set up with pictures, schematic drawings, models, maps, plans and other descriptive matter. After the first rush of prospects from the original announcement, activity tapered off to some extent. New prospects were sought out by direct mail from club lists and polling lists. This direct mail campaign was to continue throughout the sales promotion.

An elaborate brochure was designed to convey as much as possible the actual feeling of the building itself. The selling was developed and kept on a personal basis as much as possible. At the outset prospects were interviewed, questions answered and information given in a downtown office. Later, in addition, a site office was opened. With each sale a deposit was required. Upon approval of the applicant by the trustees, the balance was to be paid into the escrow fund. Often it was necessary on this basis to sell the individual twice. First, with the original deposit and later with the larger payment. In about seven out of ten cases, it was necessary to satisfy a lawyer, banker or in a case of single women, a businessman friend, as to the desirability and safety of the project.

Co-operative ventures have had a sad history in Chicago. However, the trust form was comparatively unknown and easier to sell. One of the big incentives to buying early was that space and facilities could be re-arranged to suit the buyer. This was later to develop into one of the most serious headaches of the project. Sales continued to be lively from the April 1949 announcement on through the early fall when approximately 40 per cent of the apartments were sold. At that point, with prospects totaling in the thousands, success of the project appeared certain.

THE CONSTRUCTION PHASE

In order to begin construction, the Greenwald associates, at this point, guaranteed sufficient sales to complete construction and ground was broken. Before the ground was broken and funds in escrow withdrawn, it was necessary to register with the Secretary of the State. In order to do so, all sales activity was discontinued and an offer was made to each buyer to return the money in full. In many cases, this was the third time that the buyer had to be sold. In spite of the offer to refund money and in spite of the delay in commencing construction (at this point amounting to some four months) only three buyers withdrew. They were refunded their money in full. Registration of the certificates was completed in February 1950 and sales activity began again in early March. Direct mail was continued and an

extensive campaign of newspaper advertising began. At no time did sales fall behind construction and at no time was it necessary to use the guarantee of the Greenwald associates.

The information originally obtained through the market survey proved uncannily accurate. As an example, the ratio of large to small apartments was borne out by sales until the buildings were well along towards completion. At that time, a large numer of competitive buildings containing small apartment units came on the market and the 3½-room sales began to drop behind. Fortunately, flexibility of the design of the building permitted the combining of the two 3½-room apartments into a very satisfactory six-room unit, without major changes. This was done in 18 cases. At this writing, all apartments have been sold with exception of five 3½-room apartments on lower floors.

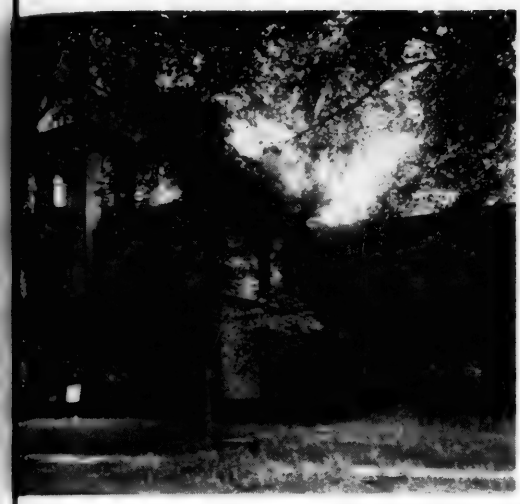
Although prior to construction, bids had been received and contracts let for over 80 per cent of the work, it was deemed advisable to add a number of things to the specifications, including Travertine floors on the ground level, tiling in the bathrooms, a more expensive window, and uniform curtains throughout the building. These additions, together with escalation in some contracts, made it necessary to increase the price of the last one-third of the apartments by 15 per cent. Price increase had no ascertainable effect on sales themselves and there was little or no interruption.

Construction of the buildings ran into several major delaying factors. Two of the most important of these were a strike of the lathing and plastering trades, and the problem of individual changes. The strike delayed construction several months, slowing down the finishing trades to a crawl. Although the buildings were designed with only two types of 3½-room apartments and one type of six-room unit, it developed in the end that there were few, if any, completely typical units, each one being tailor-made. Change orders continued to come in, in some cases even after occupancy. These were a constant source of difficulty and irritation between owners and contractors, with the development group in the center. Changes were extremely expensive but even so could not possibly compensate for the time, effort and detail entailed.

FROM HERE ON

Now, four and one-half years from its inception, the development or building stage is almost completed. From here on, the true success of the project will be measured. In addition to the work of the experts, hundreds of thousands of man-hours of skilled labor have been expended. Tons of concrete, carloads of steel, acres of glass, miles of pipe, tubes and wire—all of these have been brought together to make a building.

The building has been pointed to, written about and discussed as one of the landmarks of the century, to date. Except for the usual minor irritations, the occupants are delighted. In spite of, or perhaps because of headaches, problems, disappointments and near disaster, the same group and other groups of experts, specialists or amateurs will go on to produce other great buildings.



E OF VANISHED SPLENDOR . . .
on the market without any takers, this 110-year-old
rk in a near-in Toledo neighborhood was bought
n estate by CPM Laurel G. Blair for $7500 and the
ge paid off. Smartly remodeled into nine 2-room

BECOMES AN EARNER IN MODERN DRESS
apartments appealing to employed single persons who want to live near downtown Toledo, the house now yields an annual gross income of about $14,280. Cost of rehabilitation, remodeling, and landscaping, was about $5600 per unit.

The Blair Realty & Investment Co. of Toledo believes in the possibilities of well-located old houses which have out-lived their original use. Conversion of such structures to apartment use, if carried out with ingenuity and style, will produce real money-makers. It helps the whole value structure of the older neighborhoods, too.

THERE'S RENTAL LIFE IN THE BIG OLD HOUSES

By Laurel G. Blair, CPM

OUR EXPERIENCE over the past year with the rehabilitation and conversion of big old houses in well-located old neighborhoods makes us feel that this is a fertile field in which property managers can operate. It means the production of profitable management accounts where none grew before. It also helps to rejuvenate neighborhoods that may be on the down-grade. I'd like to describe what we have done recently with a big old house which we have rehabilitated and converted into small apartments.

We call the property "Columbia Villa," from the street on which it is located; but

for generations it was known as the Phillips mansion, after the once-prominent family that built it over 100 years ago. The house is of solid brick, with twenty rooms and two-bathrooms. It had a rudimentary hot air gas-converted furnace which could barely heat the first floor. Most of the rooms had to have additional gas space heaters to carry the weather.

The property had been in one family until 1945 when the last of the direct line of descendants, who lived in the mansion, died, and the property was sold by the estate to a school teacher. She purchased the house with a sizable mortgage, with the idea of remodeling it into apartments; but because of lack of finances and the large maintenance demands that necessitated extreme outlays of money, she was barely able to get started with the project before she died.

When my father and I took over the property, we found it in a deplorable condition, needing everything from the ground up to the roof. The porches were falling off, the yard had been untended for years, and the place was referred to as a haunted house. The neglect of this large property (the lot is 122 by 180 feet) had affected the neighboring houses, which had fallen into a certain amount of disrepair.

Immediately upon acquiring the house, we had to ask for a change in zoning so that multi-family use could be made of the property instead of the single or double-family usage that was allowed for that particular location. This request was granted and we proceeded with the conversion of the building.

We had had experience with conversion, but all our jobs had been frame buildings in which windows and doors could be changed without great cost. A brick building, however, takes more careful redesigning so that the existing openings will be utilized as is and no new openings put in unless absolutely necessary.

The building had fundamentally clean lines and was without gingerbread except for the porches. We kept only one of the porches, which had excellent cast iron traceries. Though it was badly oxidized, we were able to clean up and retain this ironwork. The other porches we replaced with modern stoops with cast iron railings and brackets for the hoods, leaving the pure lines of the building to speak for themselves.

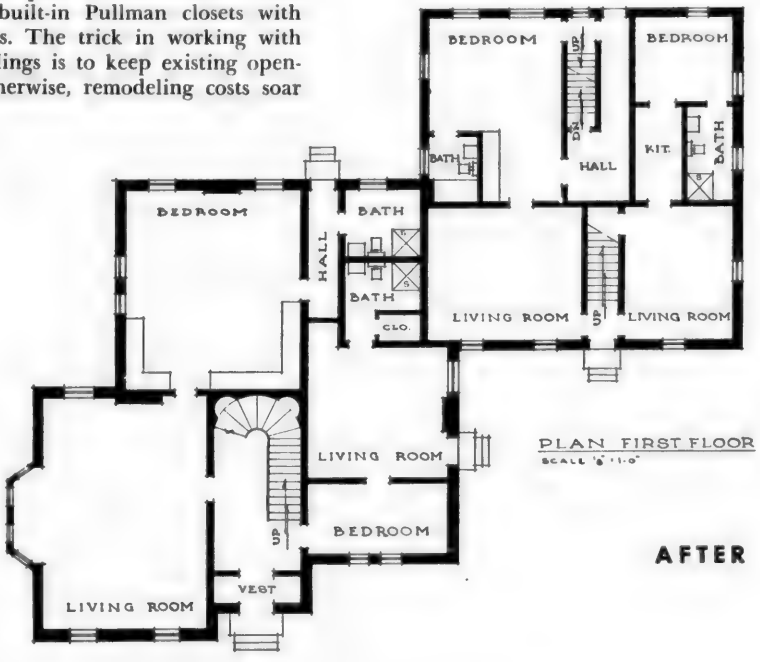
The building had been built of porous brick and had been painted. It was impossible, of course, to sandblast the building; we had to scrape off the old paint and repaint. To achieve a startling different appearance for the property, we painted the brick a soft shade of green, with the trim in white. This worked out most successfully. The neighbors were so stimulated that they immediately started to paint their own homes and fix up their properties.

HOW THE INTERIOR WAS REPLANNED

The interior of the building presented problems because of the twelve-foot ceilings and the extreme height of doors and windows. We had to keep the interior partitions intact and utilize all of the openings that were in the building, in order to keep down costs. Our plans called for creating nine apartments of two rooms and bath each out of the twenty original rooms. This meant there were to be nine kitchens and nine bathrooms.

The two most beautiful rooms in the old home were the living room and the parlor, which we retained in their original size. We built into the parlor (or rear living room) 10-foot high closets with louvered doors. These served for clothes closets and for the kitchen. The room then became a kitchen and bedroom for the bachelor who

Before and after plans of the first floor. Most kitchens are built-in Pullman closets with louvered doors. The trick in working with masonry buildings is to keep existing openings as is; otherwise, remodeling costs soar out of sight.



was the first tenant to sign up. He is an interior decorator, and requested that this large room not be divided into a bedroom, dining room and kitchen, as we had planned. The kitchen is completely shut off from the bedroom when the doors are closed. The two fine Italian marble mantles, one in each room, were retained in this apartment.

The other apartments all have the kitchens in the living room, the kitchen space being enclosed with floor to ceiling partitions and louvered doors. We used Dwyer kitchen cabinets, the stove, refrigerator, sink and cupboards being in one unit. All kitchens have ventilating fans.

The bathrooms were placed in as close a relationship to the bedrooms as possible. In most cases, we had no difficulty; however, sometimes it was necessary to put the bathroom at the living room side. We tried to stack the bathrooms so that soil stacks would be as few as possible and, of course, the plans were drawn with that in mind. Only two bathrooms were inside rooms, and they of course are properly ventilated. We had to cut in only one window, and change one window to a door, to make the apartments come out correctly with plenty of light and ventilation in every room.

HEATING, WIRING AND PLUMBING

One of our first concerns was to heat the building properly. Upon careful study, it was decided that two gas forced-air furnaces should be placed in the basement to take care of the two sections. Each furnace would thus take care of four and one-half apartments. It was necessary for certain walls to be cut so that the hot and cold air ducts could be carried to the second floor, and in some cases we carried the heat runs to the attic and over to the apartments, so that we could get better distribution. This has worked out very well and although we did not weather-strip the windows (which were large and old) our gas bills for the first winter were amazingly low.

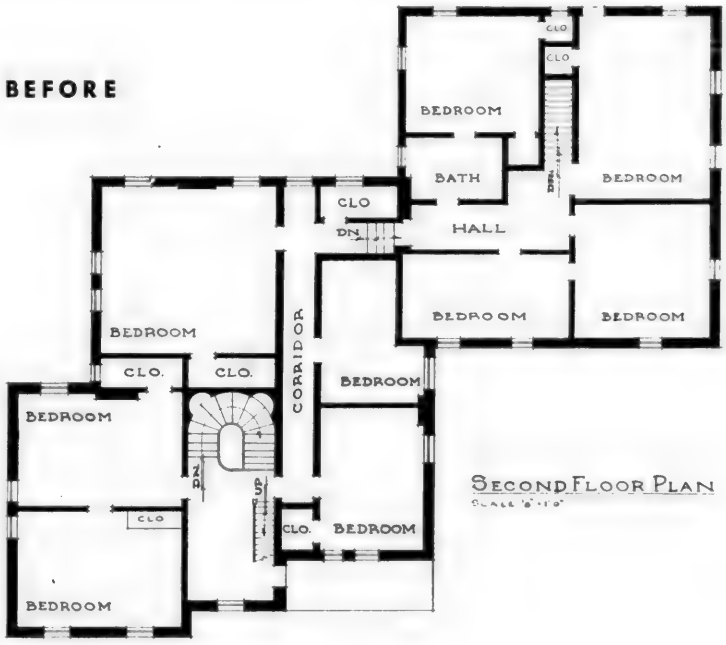
The wiring had to be completely removed and replaced, as none of it would conform to the city codes. Each tenant has his own meter, which clocks the electricity he uses for lights, stove, refrigerator, and appliances. We placed telephone outlets in each apartment so that wires would not be strung through the building, and there are outlets in every apartment to take care of a central antenna system for television.

Amazingly enough, however, only two of thirteen tenants have requested a television antenna, even though all tenants are in the higher income brackets; so we have not as yet felt it worth while to erect the central distributing antenna set-up.

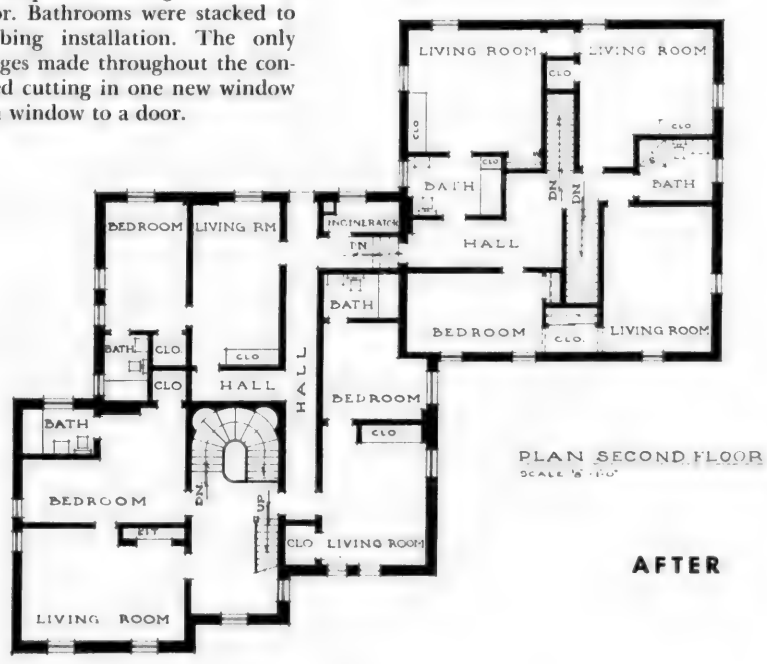
The plumbing, wiring and heating systems were the best possible from the standpoint of material that money could buy. All of the soil stacks, water lines and waste lines are in copper (copper not being controlled at the time that the conversion was started). All electric lines are, of course, in metal conduit and the furnace delivers its heat through aluminum ductwork.

The lighting fixtures consist of one overhead light in each bedroom, of modern close-to-ceiling design; in the bathrooms, a fluorescent double-tubed light was placed in a specially made receptacle over the medicine cabinet, all of which is recessed.

Only two rooms in the house had hardwood floors and these were in poor condition. Our first tenant, who occupied the original living room and parlor section, did not wish us to do anything to his floors, since he planned to carpet them. But all the rest of the apartments and halls were floored with Dodge vinyl cork flooring which reduces noise throughout the building and is easy to maintain, as no wax is required. We



Before and after plans showing new use of the second floor. Bathrooms were stacked to simplify plumbing installation. The only structural changes made throughout the conversion involved cutting in one new window and changing a window to a door.



used the natural finish in halls, living rooms, and bedrooms, and colored squares in the bathrooms. Bathroom fixtures in color, mostly sandstone, were used throughout, except in the three bathrooms which have shower cabinets and where white was used.

The high ceilings were brought down to the top of the windows, which reduced the room size but gave a more modern appearance and space in which to place hot and cold air ducts. This also meant a saving in heat loss.

COLOR WAS THE THING

The main consideration in appealing to the tenants was the lavish use of color in the apartments. The color schemes were carefully thought out from every angle. Warm grays, Swedish red, dark greens, Wedgwood blue, and burgandy were used. We painted all rooms (except two, which were in such deplorable condition from the standpoint of plaster that it was better to paper). In painting we used the same color on the heavy woodwork in order to reduce its apparent size and blend it into the wall. We feel that lavish use of color gave the apartments great sales appeal.

The bathrooms were a problem in decoration since we did not wish to increase weight in the building. So we couldn't use ceramic tile. Plastic and metal tiles would not, we felt, fit the requirements of the tenants, so we used the waterproof canvas manufactured by the Walltex and Sanitas companies. The selection of canvas for the bathrooms made possible more color and design. We used plastic tile of one-half size around the rim of the tub so that water would not get back of the seam. This has served very well.

The beautiful circular stairway was retained in its original condition. The fresco plastered ceiling of the lower floor had an old brass fixture which was replaced with a fine crystal chandelier. In the upper hall, we used an antique star lamp. The exterior lights are all triangular in shape and are of pressed and perforated brass. They are ornamental both by day and night. The yard lights are on aluminum standards and are very plain.

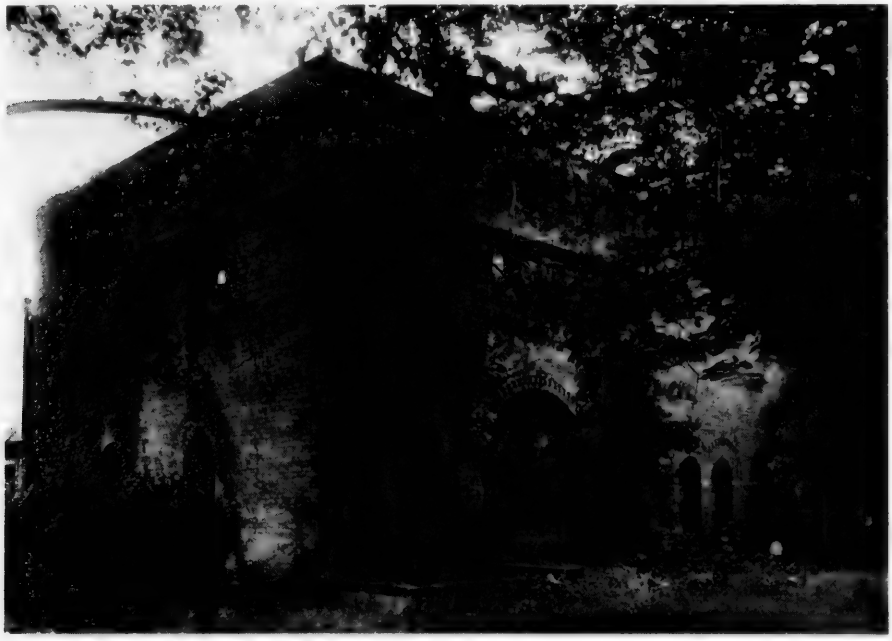
In the basement of the big house we have built lockers for each of the nine tenants; also a one-room apartment with a bathroom and stall shower, and Dwyer kitchen cabinet. This is occupied by the caretaker and his wife.

THE OLD CARRIAGE HOUSE MADE FOUR FOUR-ROOM UNITS

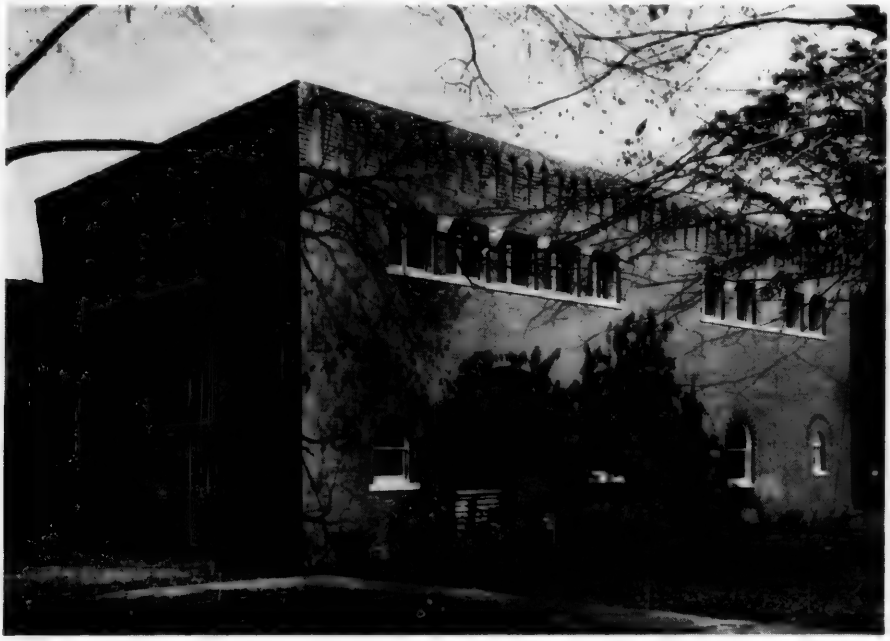
The carriage house, which was 32 by 64 feet on the foundation and two stories in height, all of brick, was in deplorable condition. The roof had been neglected for so many years that it was of no value. The flooring was dry rotted both on the first and second floors. Actually what we had to work with was the four exterior walls. If we had torn down the building and started from the ground up, we would not have been given permission to erect a four-family unit on this property. By using the existing structure, we got by the zoning requirements.

The carriage house entrance archway was in need of reinforcing, so we had to place a steel I-beam directly over the center of the arch to carry the weight of the second floor. The joists were started from that point. The first floor joists were all removed and a concrete slab poured. We used the conventional manner of building with rock lath and plaster, and again selected the Dodge vinyl cork flooring instead of hardwood floors.

Each of the four apartments has four rooms and bath and all of the rooms are of good size. Kitchens and bathrooms are



The shell of the old carriage house became this trim building housing four 4-room apartments which rent for $100 a month. At first, rents for the carriage house suites were set at $175 a unit, but Blair soon discovered that Toledoans have a certain resistance to renting backyard apartments. This might not be true in other cities.



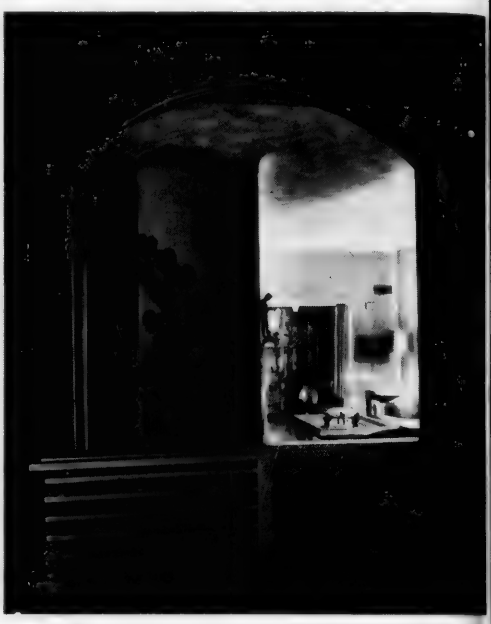
stacked. All rooms have 8-foot ceilings except for the one apartment which takes in the original carriage entrance. This entrance was converted to a picture window with louvers below the window for ventilation. The height of this living room is 12 feet.

Due to the fact that the two upper apartments were directly below a flat roof, we insulated the roof heavily with aluminum reflective 4-inch insulation and placed two large exhaust fans in these units which have reduced the summer heat. An interesting note is that the windows of the second floor remained in their original position. This resulted in an advantage as furniture can be placed under them without interference, because of their height from the floor, allowing greater floor space in the rooms.

The furnace is gas forced hot air, and heats all four apartments. The 69-inch Dwyer kitchen cabinet units with stove, refrigerator, and sink all in one combination, were used effectively, giving a large space in the kitchens for dining purposes. The living rooms and kitchens are adjacent, divided by a Modernfold door, so that living rooms may be used for dining.

In the big house we placed an incinerator in the basement and one on the second floor; in the carriage house there is an incinerator in the furnace room; so no garbage cans clutter up the premises. This also takes care of odors and the possibility of insects and rodents.

A landscape architect was called in for consultation on plantings and also for advice on off-street parking arrangements. We laid an asphalt drive and parking space which will accommodate eleven cars, and carefully used shrubbery of the type that does not need too great attention and is effective for screening purposes and foundation planting. The lawn was left in wide expanses for easy mowing.



The old carriage entrance became a picture window for one of the apartments. The louvers below window give ventilation.

LESSONS LEARNED

One thing we learned was that in lowering ceilings and putting in new plaster against old plaster, it is necessary to hide the seam, which will eventually open up. This can be done with less expense if it is done immediately, by putting on a wood molding wherever this condition occurs. We also have found that when a house has been badly underheated for many years, a new central heating system will shrink the doors considerably. These will all have to be refinished within a year, in order to take care of the cracks that have developed. It would have been better if we had removed all of the doors and had them kiln dried.

COSTS AND RENTALS

As the work progressed, we were on the property supervising a great deal of the time. Also, we have a foreman who has been

Another conversion which Blair has successfully carried off during the past year is this stone mansion of the Norman castle type, located in an old but still good neighborhood. This view shows the house after it had been sand blasted and converted into two de luxe apartments, one to a floor. The old entrance hall, with well-placed partitions added, became a vestibule entrance serving both apartments. Secondary exits called for the construction of an enclosed stairway at the rear, but this also made possible a breakfast nook for the second floor suite. The first floor made a 5-room unit; the second floor apartment has 7 rooms. Old-fashioned woodwork, in cherry and oak, was painted the same color as the walls, and some of the heavier headers over doors and windows were removed to lighten up the rooms. The conversion meant installing a new hot water furnace, and some of the radiators had to be changed to meet the new room requirements, but all this was kept to a minimum. No doors or windows were changed.

with our company a great number of years, who saw to it that the work progressed in the needed spots at the right time when we were not there. This helped keep costs down.

The total cost per unit, including the final expense of grading and landscaping, amounted to approximately $5600 per unit. This was about $1,000–$1,500 per unit more than we had anticipated spending, but we ran into greater costs of demolition and replacement and increased costs of material than we had originally estimated.

The gross income amounts to approximately $14,280 a year, out of which we pay for the heat, gas for the hot water which is

supplied to every apartment, the cold water which is supplied to every apartment, and the electricity to light the halls and the exterior of the building.

The apartments are rented on a lease basis, with one of the two-room apartments renting for as low as $70, but the majority of the two-room units rent for $85, and one suite rents for $150. The four-room apartments in the carriage house, which we believe are the choice units, rent for $100 per month for each of three apartments. I occupy carriage entrance apartment myself.

We did not finance any part of the construction of this building, as we had cash on hand to be used for investment purposes; but we believe that any of the banks would have been willing to give us financing. We are quite sure that if we should ever wish to go to a bank in the future for money to do another project of this type, they would be more than willing to give it to us, for we can point to Columbia Villa as an outstanding example of what can be done along this line.

We do not believe that a new building could show this kind of return, and it is very difficult to find a used building on the market that will show this return (unless it is an extremely run-down structure in an undesireable location).

We believe that space in Columbia Villa will be in demand for a great number of years. We also believe that if rents go up in Toledo, there will be an even greater demand for the two-room apartment than there has been in the past, when one could rent a five- or six-room apartment at $50 or $60 per month. If rents come down, we believe that if we keep up the appearance of the property, our capitalization of the building will not be affected.

When the postwar flood of new cars turned the parking headache into a malignant disease, city governments were faced with a new crisis. Here's what they are doing about it and how their actions are likely to affect management. Certainly the well-informed manager should be up to date in his knowledge of what is happening in this important field of land use.

CITIES ACT TO EASE PARKING SHORTAGE

by Anthony Downs

WHAT are American cities doing to solve the parking problem? In a brief survey of the country, the JOURNAL OF PROPERTY MANAGEMENT found that in almost every sizable city, municipal government is taking some kind of action to cure the constantly more painful headache of increasing automobile traffic and frozen parking area.

Parking has long been a major problem in central business districts, but since World War II, a tremendous increase in the number of vehicles on the streets has caused the parking jam to spread into most multi-family residential areas and has made the tie-up in commercial centers a serious detriment to profitable business. At the end of 1945, there were approximately 30.6 million privately-owned registered motor vehicles on U. S. streets; by the end of 1949 there were 44.1 million—an increase of 44.1 per cent in four years. Though auto production has slowed in the last two years because of a partial switch to defense production, there are probably about 50 million cars on American streets today.

Thus since World War II, the number of motor vehicles in use has gone up 20 million. In order just to park—not to drive—this new burden on the nation's highways, the U. S. would have to build a two-lane highway 34,091 miles long. And though many cities have been building new superhighways and widening old streets steadily since the war ended, almost all the new additions to the streets are used for better traffic flow—not for parking facilities.

A close look at this situation reveals two separate problems. In multi-unit residential areas of major cities, the increased percentage of car ownership has far outrun facilities for parking, whether on-street or off-street. Every block is jammed with parked cars; traffic is slowed to a standstill; and residents have to search at great distance from their apartments in order to find places to park.

But in commercial areas the problem has far more serious consequences. When a potential shopper decides to drive to the store instead of using public transit—as many new car-owners do—she brings with her the problem of parking the car while she shops. Also, because of increased traffic on the streets, public transit operations have been slowed down considerably. Angered by the snail's pace of street cars and buses

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ANTHONY DOWNS *is a staff writer.*

on over-crowded streets, many shoppers or business commuters take to their own cars —thus making the congestion worse instead of better.

This means that many more people are coming into commercial areas in automobiles than ever before; yet parking areas have not increased proportionally, and they were already overtaxed before the big increase in auto travel. A survey taken in Chicago shows that in a typical twelve-hour day in 1949, 10.5 thousand more automobiles entered the downtown area than in a comparable time in 1940; yet parking facilities had slightly declined during the same nine-year period. Not all cities have experienced such a large gap between needs and facilities, but every city has felt an increased need to do something about providing off-street parking in commercial areas.

THE PARKING SHORTAGE HURTS EVERYBODY

Cities have become conscious of this problem not only because of increased traffic in central areas but also because of the effect of the parking-space dearth upon business. When a shopper drives to a commercial area, she wants to find a place to park immediately, a place located near the stores of her choice. But competition for such places—or for any places whatsoever—has sharply risen both because of increased commuter driving and because of the larger number of other car-driving shoppers looking for spaces to park. Consequently the areas without adequate parking space lose business to those which either provide such space or are located within easy walking distance of the shopper's home. Hence inadequate parking acts as a strong decentralizing force upon business and causes serious inroads upon the prosperity of central areas.

The decentralizing force of the parking shortage is just as strongly exercised upon industrial operations as upon commercial ones, although it has less obvious and less immediate effects upon industry. Even a casual drive through the outlying areas of major cities reveals a marked trend toward locating industrial plants far from the so-called "industrial centers" which once contained a large part of urban manufacturing. One of the primary reasons for this flight from the city is the shortage of parking space available to centrally-located industrial plants. Now that a considerable percentage of workers own their own cars, every large industrial plant must be prepared to provide storage space for the autos of its workers, but such space simply does not exist in downtown areas or heavily-populated industrial centers. So new companies planning factories, and old firms relocating, pick sites in outlying areas with plenty of inexpensive adjacent land for use as employee parking lots. Most workers would rather drive greater distances to outlying plants with parking space than navigate the shorter trip to a central area through heavier traffic, only to waste time in an exasperating hunt for a place to park.

Hence the parking-space shortage hurts everybody connected with central urban districts: the merchant whose business is reduced, the industrialist whose employees are unhappy, the shoppers who are frustrated in their search for parking spaces, and the commuting workers and businessmen who wrestle with the problem daily. The net effect is to drive large numbers of people who would ordinarily patronize central business areas into exasperated flight to the wide open spaces.

THE RECORD FOR PARKING METERS

In the face of this growing problem, almost every city government in the country

Underwood & Underwood

Municipal parking lot equipped with parking meters in Bronxville, New York. Small communities are able to finance such lots completely from parking meter receipts either directly or through revenue bonds.

is taking or has taken one of the several possible means of increasing parking facilities. One of the most common approaches is the use of parking meters. The principal advantage of the parking meter is that it increases the turnover of a given parking space, forcing the user of the space either to return periodically and deposit coins or to vacate the space after a short time. Since all-day parkers cannot take time out to run down and feed the meter, the metered parking area is generally available to those who wish to park for a short time, shop or do business briefly, and then depart.

Parking meters are being put into use all over the country by both large and small cities. By September 1951, there were an estimated 1,000,000 meters in use in the U. S. and Canada, three-fourths of which had been put into operation since 1945. Philadelphia has recently ordered 15,000 meters after initially experimenting with them on a small scale, and every major city in the U. S. except Atlanta and Baltimore had started installing parking meters by September 1951. Nevertheless, the use of parking meters as a full solution to the parking problem is restricted to smaller cities, for in most large cities, an increased turnover of on-street parking does not begin to cope with the parking-space shortage. Small cities are able to meter their commercial areas, thus increasing shopper convenience, because they can drive the all-day parkers onto nearby residential side-streets. But in large cities, most of the demand for parking in central areas comes from all-day parkers who work in the area, and they cannot be shunted into surrounding areas because those areas are already over-parked with their own workers. However, parking meters can still be useful in shopping districts of large cities, especially if supplemented by adjacent all-day parking lots.

Even in small or medium-sized cities, parking meters are often used in conjunction with off-street lots, which are frequently paid for from meter receipts. One of the great advantages of the parking meter is that it produces substantial revenue as well as serving as a catalyst for increased traffic turn-over. In Evanston, Illinois, a city of 73,000 with a modern, heavily-patronized shopping district, the average on-street parking meter takes in approximately 27.5 cents per day. In the first 3½ years of parking meter operation, Evanston realized over $440,000 in meter revenues. It has used these funds to buy and equip eight off-street parking lots, seven of which are metered; and it plans to construct two more lots and add to one of the existing ones in the near future. All of this activity has cost the city government absolutely nothing from its regular funds, for the first meters were purchased on credit, and they soon paid for themselves, as well as covering current costs, and accrued enough profit to finance more meters. As meter revenue grew, Evanston began buying land and building parking lots, each of which added to the total profits. By 1952, Evanston was taking in $124,000 per year from its 1,524 meters, every dollar of which is earmarked for further action to solve the parking problem.

Other communities have channeled their municipal action along slightly different lines of parking meter use. New Britain Connecticut, floated a $270,000 revenue bond issue to cover the cost of draining a refuse pool, clearing an abandoned railway yard, converting both into parking lots, and equipping the lots with meters. The 750 meters on these two lots will pay off the whole debt in nine years, as well as covering current costs. These two "Parkades" have been decorated with shrubbery so as to serve an aesthetic as well as a commercial function in the city. Temple, Texas, converted an all-purpose municipally-owned property next to the city hall into a metered parking lot which is lighted for night use. Both of these communities had the advantage of getting centrally-located land for little or no cost, thus saving a major part of the expense that faces most cities attempting to build centrally-located parking facilities.

In Ann Arbor, Michigan, a combination of street-meters and off-street lots solved the parking problem almost completely. After passing an ordinance in 1947 co-ordinating all parking facilities owned by the city, Ann Arbor issued self-liquidating bonds and built six parking lots as well as a three-level garage in addition to installing 675 parking meters in the business district. All revenue from both the meters and the off-street facilities will be used to cover current costs and pay off the debt—hence the regular city treasury is not touched at all.

Parking meters have thus proved themselves valuable in several situations: they can be used by themselves, they can be combined with off-street lots paid for by meter revenues, they can be used on off-street lots to pay the cost of erecting the lots, or they can be used in combination with off-street facilities as a substantial aid in paying for these facilities. In all of these uses, however, parking meters are primarily beneficial as parking turnover inducers, not as revenue producers; and unless they are installed where the need for parking turnover is great, they cause public antagonism and may not prove at all profitable.

MUNICIPAL OFF-STREET PARKING LOTS

Many cities are constructing off-street parking facilities without relying on park-

ing meters as financial aids. Rockville Center, N. Y., financed its new parking lots by assessing merchants and businessmen located nearby on a scale graduated according to distance from the lot. The land was obtained by condemnation, paid for by this graduated assessment, and improved by means of a city-wide assessment.

Assessment as a method of financing parking facilities may operate indirectly as well as directly. Ann Arbor reported after several years of municipally-owned parking lot operation that the value of nearby commercial properties had increased considerably because of the new business provided by the parking lots. Better stores were attracted to the areas near the parking lots by the promise of more customers, and the increased assessments in areas surrounding municipally-owned parking lots caused an increase in tax revenues which in 15 years will equal the cost of the lots. Four out of four cities queried by the magazine *American City* reported that they believed property values in areas near municipal parking lots had gone up as a direct result of the lots.

Another method of paying for off-street parking accommodations without reliance upon parking meter revenue was employed by Des Moines, where the city went into debt to build two garages, one with five and the other with nine stories. The city leases out these two garages, which have a combined capacity of 780 cars, to private management firms at a rent high enough to cover the cost of retiring the debt over a 19-year period. By using this method of financing, Des Moines was able to avoid dipping into current city funds.

SPECIAL AGENCIES TO DEAL WITH PARKING

One of the most widely-used techniques evolved to combat the parking-space shortage is the creation of special municipal agencies. State laws have been passed in many parts of the country setting up such bodies and giving them specific powers of action concerning the creation of new parking facilities.

There are two major advantages to such separate agencies: (1) they can be empowered to issue revenue bonds, and hence will not push the city's general-obligation bond debt any closer to its statutory limit; (2) through revenue bonds or other means, they can finance municipal action without using current city funds; therefore cities need not have surpluses before acting—a particularly important advantage today when city surpluses are practically extinct. Semi-independent parking authorities had been created in New York, Philadelphia, Detroit, San Francisco, and Pittsburgh by 1950.

Typical of state legal action aimed at the parking problem is a North Carolina law providing for the creation of parking authorities in North Carolina cities, and allowing these authorities to issue bonds in order to finance parking improvements. As early as 1943, California passed a law creating Parking Districts throughout the state with commissions separate from local government empowered to levy limited taxes and take other steps needed to alleviate the parking-space shortage. In New Mexico, the state legislature felt that the parking situation was so bad that in 1951 it required all cities of over 5,000 population to install parking meters and provide adequate off-street facilities.

Undoubtedly New York has the largest such independent body in terms of financial power, for a New York Parking Authority has been set up with power to issue $100 million in revenue bonds. As usual in such a set-up, all revenue from all parking facili-

Ewing Galloway, N. Y.

One of the new garages in downtown Baltimore built and owned by the Baltimore Parking Authority. The open-deck, reinforced concrete construction is typical of the inexpensive but practical structures erected by many large cities to increase parking facilities in central business districts.

ties constructed with this money, except that used for current expenses, must be applied to the retirement of the debt incurred. New York's first experiment in public ownership of parking accommodations was a 1500-car garage costing $4 million begun in 1948 by the Triborough Bridge and Tunnel Authority.

Baltimore also has a Parking Authority, set up by state law in 1951, which has already constructed 13 garages of from two to five stories, to supplement its downtown parking facilities. These garages, 12 of which are of reinforced concrete construction, have added 2500 parking spaces to Baltimore's capacity. Four more garages are to be built in the near future.

Even when a major city decides to spend a large amount of money improving the parking situation, there is no guarantee that adequate facilities can be provided. Boston recently received permission from the state legislature to spend $5 million provided by a bond issue on improving parking facilities, with $5 million more to follow later. Nevertheless, traffic experts estimate that the total addition to Boston's parking areas provided by these funds will reduce the parking-space deficiency by only half.

Boston is faced with a double problem in attempting to eliminate this deficit. Not only must the present gap between cars desiring to park and available space be bridged, but also provision must be made for possible expansion of the number of cars in the future. Even during the period of construction of the envisioned facilities, the number of cars seeking parking may expand considerably.

FEWER CARS IN THE BIG CITIES?

However, there are indications that large-scale expansion in the number of cars op-

erating in big cities is likely to diminish. In the first place, there is simply no more room to store automobiles in major cities, whether in private garages, lots, or on the streets. Though the erection of superhighway systems will speed traffic flow, it will not ease the residential parking jam in multi-family dwelling areas of big cities; nor will the construction of municipal parking facilities in central business areas help, for these principally handle daytime loads, and the crucial storage problem occurs at night.

In the second place, city-dwellers are bound to realize sooner or later that improved public transit systems can transport them just as quickly and conveniently as automobiles and at the same time eliminate three major headaches: high expenses, parking, and nervefrazzling driving in heavy traffic.

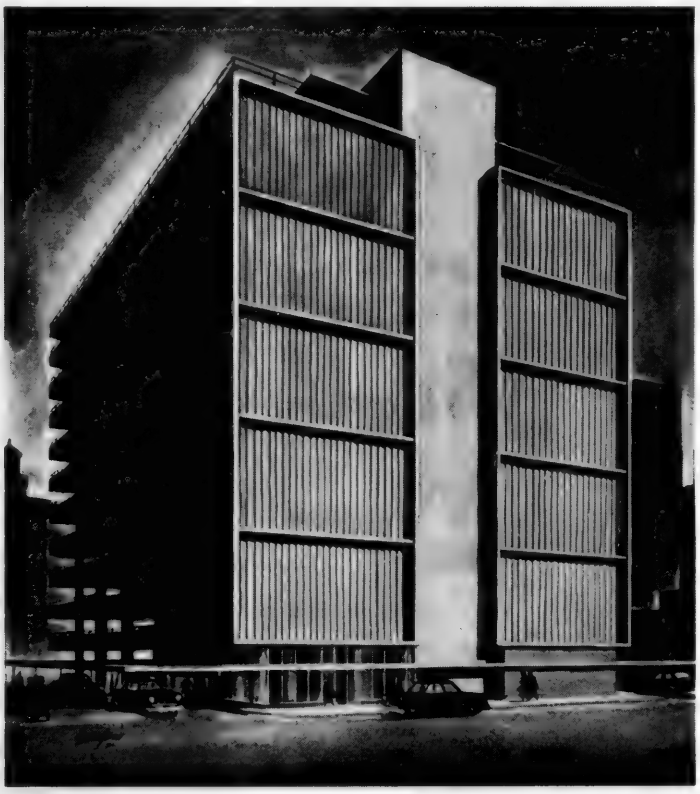
In the third place, most of the people who can afford to buy automobiles have already bought them; consequently new production will consist largely of replacements, and further expansion in the number of cars on the streets will come only as the population slowly rises. These facts make it likely that the phenomenal increase in the number of cars on the streets that has occurred since 1945 will not continue at its present rate, and may even level off so that there is a relatively constant number of cars in urban areas.

SOMETHING UNUSUAL

In some cities, solutions to the parking problem have been linked with novelties both relevant and irrelevant. The latter occurs in Los Angeles, where a large time capsule was buried in the parking lot constructed underneath Pershing Square Park. The capsule contains the usual microfilmed documents about current life in American and other souvenirs of 1952 which might interest citizens 100 years from now. A more relevant novelty was tried in Greensboro, North Carolina, where the last of seven municipally-owned parking lots was not equipped with the parking meters employed on the other six, but is relying on the honor system for payment. When parkers arrive, they estimate the time they will use the lot and pay according to a prominently posted scale, dropping their money in a collection box. Upon leaving, they pay extra for whatever overtime they have consumed. Though there is a slight loss to parkers of dubious honor, the city manager contends that the decreased maintenance cost made possible by absence of parking meters makes this system profitable as well as honorable.

How One Large City Approached the Parking Problem

ALL THIS activity on the part of U. S. cities in response to the parking-space shortage is the latest step in a long series of public actions caused by the impact of the automobile on city government. When automobiles first appeared in American urban areas, the only move made by city governments was the posting of warning signs to curb excess speed. As the number of cars increased, municipal actions in regard to automobiles evolved from the creation of through-streets through a gradual development of highways designed strictly for automobiles to the present day construction of non-stop freeways and complex traffic-flow patterns.



Left—Proposed parking deck for the south side of Wacker Drive between State and Dearborn Streets in downtown Chicago.

Grant Park parking lot, owned and operated by the Chicago Park District. The low all-day charge of 50¢ helps make this the largest single fee-charging parking lot in the world.

Underwood & Underwood

The parking problem was a municipal affair long before it became a real problem, for most cars were stored on the streets—and still are—and the streets are city property. Hence it is natural for city government to be interested in parking, even though private institutions were originally the primary providers of large-scale off-street parking facilities.

In Chicago, which the JOURNAL has selected for a case-study of a large city's approach to the parking problem, municipal action in regard to parking started with a 1926 ordinance forbidding angular parking anywhere in the city. This was later supplemented by other laws further restricting parking so as to speed traffic flow. Thus the first municipal approach to parking was entirely negative and tended to constrain rather than abet it.

However, the Chicago Park District, which is run as an independent body separate from regular city government, had established in 1921 a large parking lot in Grant Park on land which it had previously owned, which was located immediately adjacent to the central business district between Michigan Avenue and the lake. No subsequent provisions for off-street parking were made by either the city or the Park District Commissioners until 1937, when a second lot was established in Grant Park. In 1939, a few parking meters were established in Chicago, and more have been subsequently added, but major action was suspended entirely during World War II.

The ever-rising flood of new cars which engulfed city streets throughout the nation from 1945 to 1951 made the inadequacy of parking facilities painfully obvious. Chicago's City Council requested the Chicago Association of Commerce and Industry and a council of leading downtown merchants to survey the parking problem, especially the critical shortages in the central business area, which does 18 per cent of the city's retail business. This joint group submitted a detailed report in December 1949, from which specific ordinances were drawn up and have just been voted on by the city council.

Like nearly all municipal approaches to the parking problem, Chicago's plan calls for large-scale city ownership of off-street parking facilities. The private businessmen who drew up the original parking study recommended city ownership because: (1) the city can obtain land by condemnation if necessary; (2) a public agency would be more willing to locate parking facilities in regard to traffic engineering principles as well as profitability; (3) public ownership better guarantees permanency of facilities; (4) a municipal agency can borrow money more easily at lower rates and is exempt from taxes; and (5) the city seems obligated to provide some parking areas for the many cars which its new system of superhighways will enable to enter the central business district. Some city planners look upon city-owned parking facilities as a sort of terminal for the new super-arteries that will feed the central business district. They believe the superhighway system would be ineffective if such terminal facilities were not somehow provided.

To implement its program, the city of Chicago will build five large garages on condemned or conventionally purchased land in the central business district immediately. All of these are multi-story buildings: one open-deck type, three combined enclosed and open-deck, and one Bowser-elevator type. In addition, the Chicago Park District is separately building a three-block long underground lot beneath Grant Park to supplement its major existing above-ground parking lots, two contiguous to the

Loop area and one connected to it by shuttle-bus service.

The present parking situation in Chicago typifies the problems of many large cities. There are now 14,900 legal parking spaces in the central business area, including the Grant Park lots, but at a peak hour in the day, there are about 20,700 cars parked in this area. This means that every day 5,800 cars are illegally parked, while an unknown number are driven away from the area by lack of available parking space. The new building program will add almost exactly 5,800 legal parking spaces to the present capacity, though traffic engineers estimate that by 1955, 28,000 spaces will be needed —7,300 more than the new and old facilities will provide. The estimate of 28,000 is based on the continuation of recent increases in the number of cars on the streets, and since this continuation may not materialize, as was explained above, the predicted deficiency is probably overestimated.

Financing such large-scale construction is always a major worry, especially since nearly all major U. S. municipalities are currently short of money. Like most major cities, Chicago has solved this problem by approaching it with the eminently sensible idea that services provided by the city should, whenever possible, eventually be paid for by those who use them. Power to issue $50 million in revenue bonds is to be granted by the city council, but only about $12 million will be used to build the five centrally-located garages. The other $38 million is aimed at future construction of parking facilities throughout the city under a unique locality-incentive plan. The city government will initiate action where it feels the space shortage is critical, but this "open-ended" ordinance is designed to put the initiative for outlying projects in the hands of those businessmen who would profit from such projects. Chicago planners hope that businessmen in outlying centers, where 50 per cent of Chicago's retail trade is handled, will find sites, rouse local support for the necessary bond issue, and publicize the facilities after completion. The city's biggest outlying commercial center has already applied for funds to construct four new parking lots and purchase four existing ones, and other outlying centers are ready to follow this with further requests.

In addition to the admirable principle of local initiative, there are two other provisions of the Chicago plan worth noticing. First is the fact that all net revenues from publicly-owned parking facilities, whether garages, lots, or parking meters, must be applied to retirement of the bonds issued to build the facilities. Most major cities have adopted this sound procedure, both to avoid dipping into current municipal revenues and to dodge any future divergence of parking receipts into general city funds.

The other noteworthy part of the Chicago's plan is the decision to use private management in publicly-owned garages wherever possible. The original report recommends private operation because private agencies have more experience than public agencies, are freer from political and patronage considerations, have more incentive for good service, and permit supplementary income from concessions in the parking structures to stores, shops, and service stations. Thus Chicago hopes to combine all the advantages of public ownership with those of private operation to achieve optimum service for its citizens.

Private Management Can Act, Too

ALTHOUGH not all cities are employing private management in their municipally-owned parking facilities, there is a considerable area of operation open to private management willing to take the initiative in meeting the parking problem. Private management interested in both profits and public service can act in two ways: it can either beat the city to the draw in attacking the parking problem, or it can make sure that the city pulls out the right kind of weapon when it draws.

Beating the city to the draw requires a great deal of initiative by private organizations, but it has been done successfully in many areas. The simplest method originated in Allentown, Pennsylvania, when a number of Allentown merchants, alarmed at their loss of business through lack of adequate parking facilities, co-operated to open a series of parking lots in the central business area called "Park and Shop" lots. Parkers pay regular rates, but if they make a minimum purchase at any one of the sponsoring stores, they receive a ticket validation at the store and their parking fee for the first hour is refunded. Variations of this plan, with different minimum purchases and different time-periods refunded, have appeared in many cities from coast to coast with the encouragement of Allentown's original "Park and Shop" operators. An alert property management firm can create business for itself by convincing local merchants of the wisdom of such a plan, organizing it, and subsequently receiving the management account, especially if the firm has had experience managing garages or parking lots before.

Though voluntary action like the "Park and Shop" plan helps to relieve the parking shortage in shopping districts—and thus forestall municipal ownership of parking facilities—the heavier demands of large central business areas will not be met by lots alone, and financing the necessary large garages will probably be too heavy a burden for a simple merchants co-operative plan. Nevertheless, private initiative can still meet the problem, as it has done in Minneapolis.

The Minneapolis Chamber of Commerce convinced downtown merchants that drastic and immediate action could save the downtown area from traffic-induced decentralization. Executives from large downtown firms contributed their time without pay to the formation of Downtown Auto Park, Inc. They raised long-term financing and built two large off-street parking accommodations in the form of six- and eight-level open deck garages in the Loop area. This 1,354-car addition to previous parking space is an excellent first step toward meeting the 50 per cent increase in auto registrations in Hennepin County since 1945, and it was handled entirely by private enterprise. Management of the garages went to National Garages, Inc., whose advice had been used in planning and construction stages of the project. The expense of the operation was large ($1.4 million, excluding land), but the returns in increased customer patronage and good will at downtown stores, plus the parking receipts—even at the low rates charged—are fully redeeming the investment.

In most cities, some kind of municipal action is either being contemplated or is actually underway; so private initiative, though it will undoubtedly be welcomed,

will not be the only method employed to improve parking facilities. Where municipalities are entering into parking facility-ownership, private initiative is restricted to the management and operation of property. Many cities are anxious to have private firms run their city-owned parking facilities, and communities still planning such operations can be shown why private management is more advantageous than operation by public agencies. Thus government entry into the parking field as a property owner does not by any means end the opportunities of private management to profit as well as serve, though it does restrict such opportunities to firms willing and able to manage garage-type property.

In the long run, certainly, municipal ownership of parking facilities is highly beneficial to nearly all property management organizations. By allowing more car-using potential customers to enter and utilize the central business districts and key outlying shopping areas, municipal ownership increases the prosperity of all those who operate in such areas. Yet the tremendous demand for parking space will probably exceed even the new facilities provided by city governments, so private garage or parking lot operations will not be run out of business by the lower prices charged by their municipally-owned competitors. And finally, when city-owned facilities are made available, the property manager himself, his employees, and all others who work in the area will benefit by having places to put their own cars at reasonable cost. When municipal parking operations are well planned, carefully financed, and skillfully operated, they perform a much needed service and are unquestionably of great benefit to all parts of the community.

Professional property managers are to be found in the forefront of the movement against wholesale neglect of property maintenance in our cities. What group more fully understands the long-overdue need for it? As CPMs succeed in shaping a firm policy toward housing standards in local government administration, they will advance standards in property management. It's both a case of making a basic principle in property management a matter of obeying the law, and of imaginative individual work in carrying out rehabilitation programs.

REHABILITATION AND THE PROPERTY MANAGER

by Harold S. Goodrich, CPM

AN "OWNER" of residential property may either be the owner or the manager, according to definitions of minimum housing standards as included in typical city ordinances. More ordinances of this kind are being written, and old ones are being brought up to date, in the current stepped-up demand for housing law enforcement that is mounting to a national movement.

Behind this renewed determination to attack substandard housing conditions directly under local law are the real estate boards—some 120 of them to date—proposing ordinances, making surveys, building public support for law enforcement, and demanding action.

OPPORTUNITY HIGH, COMPETITION LOW

In one field of rehabilitation—that of restoring neglected property to new usefulness and attractiveness as a profitable business venture—some professional property managers have seen a happy land of unlimited opportunity where competition is slight or non-existent.

Ben Thorpe's imaginative job of bringing back the Gusky Building in Pittsburgh, reported in the Spring 1952 issue of the JOURNAL, is one example. S. V. Beach's restoration of a rundown hotel to a profitable new life, described in the Summer 1952 JOURNAL, is another.

CPM Laurel G. Blair, Toledo, has tapped the same field of rewarding opportunity by converting a white elephant into an outstanding residential rental property (see pp. 25 of this issue). He started with an ungainly, but solid, 20-room mansion with an old stable of heroic scale. Working with both buildings, he turned them into 13 of the city's most attractive apartments.

Even the bankers are impressed with the Midas touch of Cook and Jackson, Chicago, in making rehabilitation a sound field for investment. In at least one instance, the

HAROLD GOODRICH *is chairman of NAREB's Committee on Rehabilitation and hails from Springfield, Ohio.*

firm acquired an old property for rehabilitation and got a loan for 30 per cent more than the price paid for the property. The firm's plan of improvements, plus its proven ability to make rehabilitation pay, made the loan look good to the bank.

Another pioneer in rehabilitation—Don H. Fisher of Columbus, Ohio—has reported one of his operations which increased monthly rental revenue of an old residential building from $90 to $365. No, you have jumped at the wrong conclusion. Before *and after* rentals were under rent control. His secret: invest enough in rehabilitation to do a thorough-going job.

Other impressive work of this kind has been reported to the NAREB Committee on Rehabilitation. Our principal concern, however, is with the kind of steady, city-wide rehabilitation of residential property that comes with firm and systematic enforcement of local ordinances on housing standards. Our Committee is working with real estate boards to implement the NAREB policy statement adopted at our convention last November. This policy statement urged member boards to support the adoption and encourage enforcement of minimum housing standards ordinances.

WHY LAW ENFORCEMENT?

Won't persuasion, publicity, and public opinion get the job done? Isn't an aggressive stand at the city hall a matter of being a little too tough? Can't pride of ownership and self-interest provide adequate stimulation? The answer to put it as briefly as possible, is "no."

Among the principal obstacles to wholesale rehabilitation are lethargy and inertia. Nothing has yet been found to move a community off dead-center in the matter of conformance with legal housing standards exept impartial law enforcement.

Take the case of Philadelphia. A few years ago, while Baltimore was making history with its vigorous program of rehabilitation through law enforcement, Philadelphia decided to demonstrate a purely voluntary approach. A pilot project, Operation Fix-Up, was begun. The city government, chamber of commerce, and board of education backed it enthusiastically and worked actively to make it a success. Property owners contributed money. Tenants contributed labor. Backyards were cleared. Repairs to buildings were made. New paving was laid. And so it was a success—as a pilot demonstration in a small area. But there was little following of the pilot. It did not become the trail-blazing example to be imitated over and over again throughout the city, as its backers had hoped it would be.

Meanwhile, Baltimore moved ahead to build the total of dwellings brought up to the standards of the city ordinance to more than 16,000.

Now, about three years following the Operation Fix-Up experiment, Philadelphia Realtors are backing a new drive to bring all housing in the city up to sound modern standards under a law enforcement program. "It should not be necessary," said Raymond Armstrong, president of the Philadelphia Real Estate Board, "to enforce strictly the laws that require owners to maintain property in good condition, but it would seem that is the only way."

FIRMNESS WITHOUT CRACKDOWN

In practice, successful housing law enforcement programs are not carried out in a spirit of arbitrary crackdown. Without teeth—and a penalty—in an ordinance on housing standards, impressive results cannot be expected. Even so, a good administrator brings reasonableness to bear in enforcing the law, without letting "reasonable-

ness" become a pseudonym for "laxity."

A good rehabilitation program requires, in addition to a good ordinance and a determined enforcement policy, good public relations. Walter Zuetell, Superintendent of Building for the City of Pasadena, has pointed this out to our Committee. He speaks with authority, having responsibility for an outstanding law enforcement program which brought 726 corrective jobs and 96 demolitions in the first six months of its operation.

In Charlotte, N. C., an ordinance on housing standards proposed by the Charlotte Board of Realtors was adopted and enforced to bring some 8,000 dwellings—one-fifth of all the housing in the city—up to standard, and has led to approximately 800 demolitions. Yet only a negligible number of court actions were involved. The city government makes its inspections, sends notices to owners, and in some cases posts "condemned" signs on houses. In the overwhelming proportion of cases, owners simply comply without objection. Wholehearted support of the program by Realtors and by the press have built good public relations for the program. The program, in turn, has built good public relations for the Realtors. Said the Charlotte *Observer* in an editorial, "The Realtors rate a ribbon . . . This thing was their baby."

TAKING THE INITIATIVE

Realtors of Corpus Christi found that their problem was not in proposing a good ordinance, but in getting enforcement of the one already on the books. They launched a drive that built up to a city-wide educational campaign. They went on the radio, got their newspapers interested, sent speakers before all manner of local groups, and organized caravan tours of civic leaders through neglected areas for a first-hand look at the consequences of non-enforcement. The tables were turned. Enforcement rather than laxity became the treatment of the city ordinance. In the first year of the new policy there were more than 1,200 law enforcement actions and more than 100 complete demolitions.

Here, too, the board has found the program to be of broad community benefit. Reporting for the Corpus Christi Real Estate Board, J. E. Hartle, Jr., wrote: "The real estate business seems to me to have benefited already by the raising of the general level of the city standards in health and in appearance, and by probably increased numbers of people attracted to settle here."

Like Charlotte and Corpus Christi, St. Petersburg, Fla., is a city in which a robust rehabilitation drive owes its origin to Realtors. Begun with a block-by-block survey of three neglected areas, the work has moved steadily toward slum elimination. Of the units found unfit for occupancy, 140 have been brought up to standard, 31 have been razed, and 52 ordered to be razed. Owners of 81 additional properties agreed to make improvements, and another 477 code violations have been corrected. "If the same progress is made during the next two years," said the St. Petersburg *Independent,* "as has been accomplished in the past 24 months, there is little doubt that the 'Sunshine City' will completely rid itself of slums."

AN ELEMENT OF PROPERTY MANAGEMENT

Property managers can prevent deterioration due to absentee ownership of low-rent residential properties. Often these owners are, themselves, people of modest income. But skillful handling of their properties can provide for good maintenance.

CPM R. Gordon Tarr, Cincinnati, advises

managers against accepting agency for owners who are unwilling to work co-operatively in making needed improvements. "These owners," he points out, "in many cases have not seen the property in years—sometimes never. They do not realize what has been happening." In Los Angeles, after a recent survey, it was shown that 82 per cent of the dwellings scheduled for rehabilitation under law enforcement belonged to absentee owners.

Mr. Tarr's practice is to make a written report to the owner, sometimes supplemented with snapshots, with specific repairs recommended to make for better operation. "This report," says Mr. Tarr, "gives the owner a better understanding, shows him what is needed, and—when time permits—he knows approximately what it will cost to put the property in good condition."

When owners are willing to co-operate, but lack funds to finance the work, the professional manager can often make necessary arrangements for property improvement loans. In some cases, owners forego income from the property for several months in order to finance needed work of this kind. Mr. Tarr has developed a plan of budget management which regularly sets aside funds to meet all estimated expenses, including those for repair and maintenance, without interrupting the flow of income to the owner. His advice is that rehabilitation justifies additional monthly rental income at the rate of $10 for each $1,000 of capital improvement in order to give the owner a fair return.

Rehabilitation which Tarr has done on behalf of owners includes installation of modern bathroom facilities, cementing and fencing outside areas, re-wiring, pointing up exterior brick walls, repair of roofs and chimneys, replacement of wooden bay windows, and installation of new floors.

To owners and managers of property that is in need of rehabilitation, but frozen at a sub-economic rent level, rehabilitation can often bring an improved position. Experience has been that if the degree of rehabilitation has been sufficient to bring a qualitative improvement, rent stabilization boards may give consideration to this qualitative improvement on a basis of comparability with prevailing rents in other properties, as well as to the additional capital invested, in fixing new rent levels.

City and Suburban Homes Company, New York, decided to undertake a general rehabilitation of its properties. To finance the work, the company—for the first time in its 55 years of existence—passed its June 1952 dividend. Earnings were equal to the 21 cents per share reported in the fiscal year ended April 30, 1952. But the company decided to use most of its available cash to finance its $400,000 rehabilitation program. It was good business. Its experience is that rehabilitation brings an average monthly rental increase of $30 per unit.

MANAGEMENT'S LONG VIEW

Many a lecture to real estate managers and appraisers in the Thirties showed how urban blight was contagious—a steadily creeping ailment eating a wider and wider arc around the central city. Rehabilitation to halt and counteract this disease of the cities is also contagious. Begun through enforcement of housing standards, and through imaginative voluntary work for profit, it stimulates owners to make improvements over and above those required by law. A dramatic example of this is to be seen in Charlotte, N. C. In one area of the city where the law enforcement program has affected a large percentage of all the dwellings, CPM John M. Dwelle has regarded the new vitality and investment-stabilizing

power of the program as sufficient to justify investment in new two-family masonry units on available vacant lots in the area. Here is a clear case of new life in an old area generated by a housing law enforcement program.

A property manager is more than an investment counselor. He's also the custodian of the investment. His responsibility goes beyond immediate operating experience to the permanent stability of the investment. He must take the long view. In doing so he recognizes rehabilitation as a force for improving the kind of investment he has in custody. That's why it's not just a coincidence that this report on the beginnings of a new drive for widespread rehabilitation is so frequently punctuated with the names of professional property managers.

Through rehabilitation we can get a greatly increased supply of up-to-standard low rent private housing within walking, or easy commuting, distance from central city areas. It's an urban conservation measure, making economical use of existing public utility installations, streets, municipal services, schools, churches, and parks.

Although not a substitute for urban redevelopment, it is a necessary adjunct to sound programs of urban redevelopment. It is practical, economical, and equitable. Its results are swiftly obtainable. It does not involve land acquisition, large outlays of public funds, or costly overhead in governmental procedures. It does not require state or federal legislation, or subsidies from any level of government. It does not create problems in "decanting" families from one area to another. It's not a theory, but a practical success in Baltimore, Charlotte, St. Petersburg, Pasadena, Corpus Christi, Norristown, and other cities.

It will become a practical success in many additional cities as the principal difficulty —that of financing sound property improvements—is overcome. Professional property managers have overcome this difficulty in many cities by demonstrating not only the soundness, but the attractiveness, of rehabilitation as an outlet for private investment. The CPM who pitches in to advance the cause of urban rehabilitation in his own community is taking management's long view.

MAINTENANCE EXCHANGE

by David L. Keith, CPM, Editor

LETTERS OF INQUIRY, COMMENTS BY READERS, NOTES BY THE EDITOR

Insect-killing paint

An insect-killing oil paint which is just beginning to reach a point of national distribution seems to have a good answer to many problems of the property manager. This line, called Kill-Kote, comes in white and pastel colors, has a clear plastic base, and in addition has a special fungicide paint for damp conditions. We have seen Kill-Kote in use in many places and have applied it ourselves in a number of installations.

Basically the paint is a good flat paint with powdered DDT and an "activator" added. As the volatile vehicles evaporate, a part of the DDT breaks the surface film of the non-volatile vehicles (largely linseed oil) exposing the DDT to any insects which may touch the surface. Washing, if anything, increases the killing power of the paint, as it exposes fresh DDT devoid of even a slight trace of non-volatile vehicle. The clear acts in the same manner but with a colorless coating.

The paint kills any insect that DDT alone will kill. We have all heard of DDT-resistant strains of flies, and while the manufacturer is now experimenting with other insecticides, at the present time the paint will *not* kill this strain. However, flies are not the *major* insect problem of property managers, and in most cases, flies in cities have not yet become resistant to DDT as they have on farms where DDT has been sprayed regularly and in great quantities.

I have seen good and bad installations of this paint. With a properly sealed surface, there seems to be little trouble. But if the surface, or a part of it, is overly porous, a "frosting" or clouding appears on the surface. This occurs because most of the non-volatile vehicle is sucked into the surface leaving very little to hold (and conceal) the DDT. Frosting, of course, is more obvious in the colors than in the white, so we have largely held to the white, the clear, or have added slight amounts of pigments to create buff or ivory where pure white was undesirable.

Kill-Kote costs more than a paint without insect-killing powers and so we have not used it throughout the whole of any building. We have found it most satisfactory in trouble spots. Around exterior doors and door screen the clear type works out well in keeping flies from collecting for any length of time, and if they do get in after exposure, the paralytic action of the DDT will keep them from bothering tenants for any length of time.

Where spiders are a public problem, such as in washrooms, dining rooms, basements, hard-to-reach lobby ceilings, etc., the white is effective if applied properly. The same spider problem in kitchens can be taken care of while combatting mildew by the fungicide type.

Cockroaches are a problem at one time or another in most apartment hotels, apart-

ments, and food storage rooms. The disadvantage of most insecticides is that you use them only after the insects have reached public notice. If you then use powder, it shows. If you spray, most people will know you're fumigating. By using an insecticide paint inside cupboards, underneath sinks, inside delivery cupboards, and in storerooms, and by using the clear type on pipes, problem baseboards, etc., you get rid of your cockroach problem without advertising.

The insect problem varies in different sections of the country and requires different applications. I have seen the silverfish problem in a dentist's office solved by a small application where silverfish congregate. If you study the habits of the insect that troubles you, you will know where to make a practical and economic application.

Kill-Kote is manufactured by Insecticide Paint Co., Citizen's Building, Peoria 2, Illinois.

New connector

A new spring-type connector that can't shake loose and doesn't require tools has

just been introduced for making pigtail splices in electrical wiring. It seems made to order for trouble-free new fixture or additional wiring for income properties. Designated by the brand name, "Scotchlok," this connector provides a tight permanent splice for single- or multi-strand wires up to gauge 10 in more than 300 different combinations.

The connector is made of zinc-plated steel wire in the form of a tapered coil spring, and is easily hand screwed onto the stripped ends of the wires. A notched turning stem provides adequate leverage during application and is then snapped off leaving a neat splice with no sharp ends. The unique coil spring design allows the connector to expand while being applied, but provides a shake-resistant tension grip on the wires, once the splice has been made. The small diameter of the connector adds but a fraction of an inch to the diameter of the wires, making it especially valuable for joining wires in crowded junction boxes.

The manufacturer, Minnesota Mining and Manufacturing Co., reports that Scotchlok will soon be made in many sizes for all electrical connecting. This connector is far superior to the old ceramic type.

High temperature aluminum paint

The Sheffield Bronze Paint Corp. of Cleveland *guarantees* its Super-Hot Aluminum paint against cracking, chipping, or peeling on furnace doors, etc. The paint bonds to the surface at 500 F. and is unaffected by temperatures up to 1,600 F.

Brooms, etc.

How many different kinds of brooms does it take to maintain a particular building? If one recognizes that a broom is merely a tool, and that the major cost of sweeping is the labor (length of time) involved, he will understand the importance of this question.

Take your own home, for example. You probably have a wide, stiff fibre push broom

for the garage (tears into grease and mud). For your cement basement floor, you probably use a soft push broom (no dust flying and sweeps a wide swath). For your steps and porches your wife (or maid, if you can find one) probably uses a regular broomcorn broom (throws the dirt and gets in corners and under railings). On the kitchen and bathroom linoleum (plastic or rubber tile) floor, the broom has almost been replaced by the suction vacuum (no dust, gets into corners, under sinks, refrigerators, and stoves).

Yet both you and I, if we looked, could find building after building where one worn-out broomcorn broom is the sole broom on the premises. Perhaps even the janitor should be provided with cleaning specifications. Perhaps such equipment as the Tornado "shop" vacuum cleaners would alone answer most of the requirements.

Aluminum siding

After installing a corrugated plastic siding as a modernizing feature on an auto agency building, I drove around town mentally placing siding here and there on this and that building. What corrugated aluminum sheets would do for some office and store buildings is amazing. You can call it old time Western false front if you want, but it can move many an aesthetically obsolete building out of the doldrums.

Safety committee reports

An excellent method of cutting down accident hazards is the safety committee which double checks each accident for cause. The first check is made immediately after the accident. The second, which often results in the finding of different or conflicting information is made two or three weeks later.

Accident reports have been subpoenaed, however, so speculation regarding the building's liability has no place in a written report. Speculation regarding non-liability *is* desirable.

Such double checks frequently turn up interesting problems. One such was a maintenance man who cut the handle down on a hammer so that he could get into tight places. In so doing, he removed the slight flange on the hammer handle that keeps it from slipping out of the hand. At first we suspected greasy gloves and multitude of items, thinking only that this was a special short handle. Only on the second check did the true facts come out and result in an order for a short handle with the flange. If this had not been found, a recurrence of a nasty bone chip was almost a foregone conclusion.

Color problems

The vast increase in public acceptance of individualized colors in offices and apartments has resulted in an unfortunate resurgence of color mixing on the job. Because of the difference in color of liquid and thoroughly dried paint, even the best painters sometimes end up with weird effects if they do their mixing of pigments by eye. Yet there is no reason for this problem because many paint manufacturers have paint charts with regulation mixing formulas (some with tube, etc., of pigments) by the use of which the same color will *always* result. If your painters are again picking up the problem habit of eye color mixing, you'll find it easier to stop now than five years from now.

Speedy camera check

Perhaps we'll get over it after a while, but the new Polaroid Land Camera seems ready made for a speedy survey of building physical conditions. The Polaroid is the camera which provides you with a finished print

two minutes after you've taken the photo. With flash attachment and portrait lenses you can snap everything from termite damage in a dark corner to tuckpointing problems on an outside wall.

Main advantage is that you know immediately if the picture you took is the one you need. Next advantage is that you can take a quick inspection the morning of a client board meeting and show them in the afternoon the conditions of only a couple of hours ago. You can have negatives made from your prints for making further prints.

Anyone can use this camera who is intelligent enough to be entrusted with inspections. It takes almost an expert to use a "regular" camera in the many conditions found in a building because prints arrive too late for comparison with camera settings.

Skunked!

Every once in a while an editor gets skunked, and Krilium news releases certainly managed to do that to me. It wasn't supposed to be available until next year—*but* "every" competitor of Monsanto jumped the gun and soil conditioners have been advertised by the dozens all summer long.

Ah me! So it goes!

It's the little things (conversation pieces)

Fortunately for aggressive property managers, it's the "little things" that prospective tenants notice about a building. Little things I have noticed recently that made certain walk-up apartments stand out favorably from the drab sameness of its neighbors for blocks around include those few in each city which have flowering trees in their courts. Why so few owners and property managers plant them is difficult to understand. But someday, those who planted small trees when occupancy was high will have buildings with overpowering competitive aesthetics when occupancy becomes low.

Then there is the building which, even though it decorates apartments conservatively, enlivens the first stairwell and hall by modern wallpaper or by contemporary multiple-color painting.

One otherwise dull apartment of a friend had at some time or another been pepped up either by a previous tenant or the owner by installation of a Dutch two-section door into the kitchen. You have no idea how proud these friends were of that door (and probably how many Dutch doors will appear over the years because of it). "Keeps the kids out of the kitchen, yet lets me watch," was the wifely rationalization. But what it *really* accomplished was a lift to the morale by having something different. Incidentally, this was merely a regular door cut in half and braced. Special hardware was then attached.

These "conversation pieces" not only pay off for the individual building but accrue definite values to the property management firm.

Intercommunications

In many buildings a great deal of time is spent in running around from lobby to basement and from basement to lobby with instructions to maintenance men. In many cases, intercommunication systems would quickly pay for themselves in saved time and increased production.

Where no intercommunications system now exists between particular sections where it would be desirable, there are a number of possibilities varying in cost and efficiency. Naturally, the regular systems of

intercommunication advertised in most office management magazines and to be found in profusion in the classified directory provide perhaps the greatest flexibility; yet they are costly.

It may be possible to save money by adding another phone or two to the switchboard or, where a switchboard does not exist, to use pushbutton controls. For large organizations such intercommunications systems as that supplied by the Select-O-Phone Division of Kellogg Switchboard and Supply Company may be desirable. Select-O-Phone allows you to talk with from one to fifty-five different outlets, individually or collectively.

A comparative newcomer for intercommunications is the Vocatron made by Vocaline Company of America, Inc. in Old Saybrook, Conn. The Vocatron is a wireless portable intercom which you need only plug into a wall outlet to use. Your voice is carried over the regular electric power lines at very high frequencies. Incidentally, the use of the Vocatron would make it possible for a maintenance man to plug in at any place where he was working for any length of time away from his regular office so that he might be called. It would merely be necessary for him to report in when he got it plugged in and report out when he was going to unplug and move someplace else.

Then there is the kind of operation which runs somewhere in the $9 classification and which will allow the office to broadcast through a small microphone over any radio within 75 feet. Of course this can be tuned into a dead space on the radio so that other people's radios won't pick it up. Frankly, this isn't too satisfactory but it is a way of testing the possible savings by the use of a better intercom.

If you really want to try a gadgety deal, there are walkie-talkies available now that don't need to be plugged in, have no batteries, and will operate within the normal limitations. They run anywhere from $4 to $5 for a set of two. (Apparently no cereal box tops are necessary.)

If a recommendation is necessary, it would be: purchase one of the less expensive types of operation for a test run to see just how much can be saved. Let this govern the purchase of a permanent but more expensive installation.

DDT comeback

For quite some time there has been a fear among entomologists that a new "super-race" of flies and other insects was being built up which was immune to the effects of DDT. Now, however, scientists have come up with catalytic agents called synergists which have increased the effectiveness of DDT in killing houseflies from 50 to 200 times. These synergists, while they have low insecticidal value, increase the killing power of DDT to the point where there seems to be no fear that a super-race of immune flies can develop. It may be some time before the synergistized DDT will be on the market, but it seems obvious that man can win his fight, at least against insects.

WHAT TO READ

by C. M. Jones, Editor

PERTINENT COMMENTS ON BOOKS, RECENT SURVEYS, AND ARTICLES OF INTEREST TO PROPERTY MANAGERS

Book Reviews

HOUSING MARKET BEHAVIOR IN A DECLINING AREA, by Leo Grebler. Columbia University. New York, 1952, pp. 265, $4.50.

HERE IS a companion volume to the Fisher study, reviewed in the Summer 1952 issue pp. 305. This publication, however, is an investigation of the housing market behavior in a specific, declining area. It analyzes the long-term changes in inventory and utilization of housing on New York's Lower East Side.

The study covers the past fifty years, and this gives it the historical depth necessary to an understanding of the forces that operate in the housing as well as other real estate markets, and to anticipate trends. Property transfers are traced over this period. Quantitative relations among bona fide sales, nonbona fide sales, foreclosures, and voluntary surrenders are established. These relations are most important to the observation of market behavior. The study examines such aspects of market behavior as the number of dwelling units standing; the rate of demolition; the utilization of sites of demolished housing; the relative importance of police power, market forces, and public land use in bringing about demolition; the timing, magnitude, and concentration of vacancies; characteristics of ownership; and certain external factors such as curtailment of immigration, transportation, and shifts in industrial location.

Who owns the slums? What happens to rents and vacancies in a slum area during booms and depressions? Do rents in the long run go up or down in such an area, and what kinds of groups tend to stay? These and many other similar questions are answered in this book. Here are the facts to refute certain myths and hypotheses which have been loosely bandied about by so-called housing experts.

Leo Grebler held various positions as economist with FHA agencies in Washington from 1938-1946, his last post being director of the Housing Finance Division of the National Housing Agency. He joined the staff of Columbia University as research professor in urban land use and housing in 1948.

AMERICAN URBAN COMMUNITIES, by Wilbur C. Hallenbeck. Harper & Bros., New York, 1951. pp. 617 $6.00

CITIES ARE not taken for granted any more. It may be true that they have grown "like Topsy," but more and more embyro philosophers are becoming aware of these concentrations of human life and are wondering why, how, and where to. Several new books have appeared in recent years which dig into the forces behind the life of our cities. Lewis Mumford in his *Culture of Cities* was primarily concerned with the rise, development, and decline of cities against

the background of world history. Now comes this very readable and well-illustrated study of American cities.

The range and coverage of Mr. Hallenbeck's book can be best illustrated by indicating the subject matter of the seven parts into which the book has been organized: The Rise of American Cities; External Interrelationships of Cities; The Form and Structure of Cities; Organized Life in Cities; Patterns of Urban Structure; People in Cities; Cities and the Future.

Wilbur Hallenbeck is professor of education at Teachers College, Columbia University, where for a number of years he has guided the work of graduate students in their research into the phenomena of the city.

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